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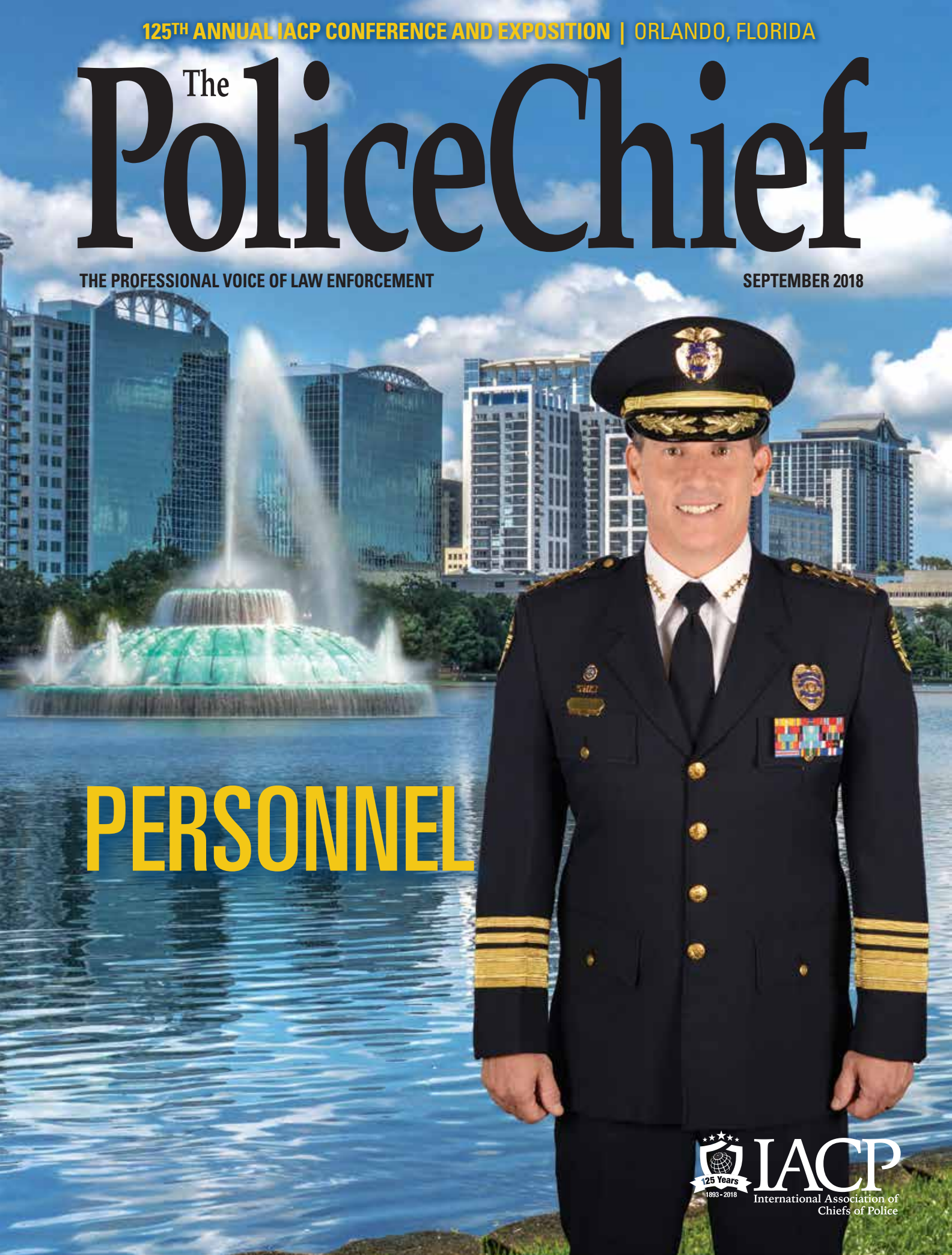
SEPTEMBER 2018



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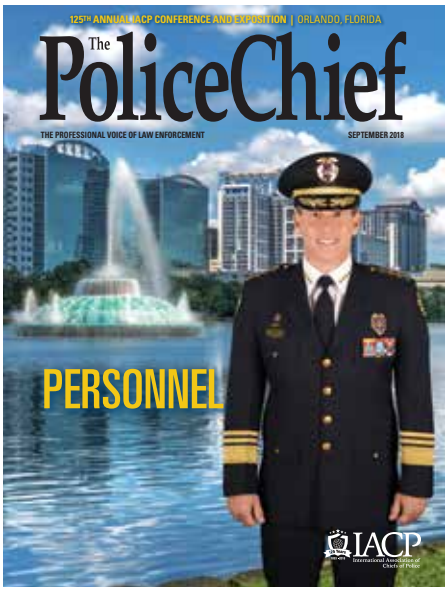

Personnel management is a major part of a chief's work. Conceiving strategies to recruit qualified candidates, managing employee performance, developing the leaders of tomorrow, and retaining skilled officers—these challenges and other related issues are ever-present for every law enforcement leader. The complexities of these issues, coupled with increasing competition for personnel from the private sector and the constantly evolving culture, require law enforcement agencies to explore new options and learn from each other's successes and mistakes.

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Leadership and Law Enforcement Accountability

As many of us are well aware, leaders in law enforcement wear many hats. We are social workers, public information officers, teachers, accountants, personnel managers, and more—and often all of these at the same time. We are responsible for helping our communities thrive while serving as strong leaders for the officers who work under our purview.

There is a paradox in policing: the oath we have taken to protect and serve, though unyielding and finite, inherently involves the willingness to be malleable and the ability to evolve the profession as well as ourselves.

The confluence of the police oath and the factors influencing its evolution require accountability beyond that of most professions and contributes significantly to the importance and honor of the work. In fact, the challenges we face as leaders of law enforcement organizations require us to balance varying pressures and perspectives, while maintaining the support of our personnel and the trust of the community. There is often very little margin for error, and, during difficult times, seemingly insignificant issues can become the subjects of intense criticism.

Police accountability has long been a focus of the IACP, as it is a challenge for the field that goes back generations, and we have repeatedly heard this theme arise during the TRUST Initiative listening sessions conducted this summer. Accountability in law enforcement encompasses public concerns about racial profiling, excessive use of force, deliberate violations of sanctioned evidence handling procedures, and corruption, which all create or exacerbate mistrust in a community. When police officers with substantiated misconduct are not properly disciplined, an agency's relationship with its community is further fragmented.

Given these challenges, in 1979, the International Association of Chiefs of Police (IACP), in conjunction with the National Sheriffs' Association, the Police Executive Research Forum (PERF), and the National Organization of Black Law Enforcement Executives (NOBLE), launched an initiative that would develop and propagate common standards within the law enforcement profession. This effort resulted in the development of CALEA—the Commission for Accreditation for Law Enforcement Agencies—which has been a mainstay for professionalism in the industry now for almost four decades. CALEA has established best practices for the field and has provided a benchmark for anchoring the IACP Law Enforcement Policy Center's work. The concept of accreditation has formalized an external review of practices and procedures by objective third-party professionals, with a collective focus on continuous improvement for agencies that elect to participate.

When police accountability exists, the community gains confidence in police officers, which leads to police officers gaining confidence in themselves.

The model has helped to create clear expectations for public safety personnel and has supported selection, training, personnel management, and operational platforms that are reflective of the collective experience of the best public safety agencies in the world, all while demonstrating that they operate as a part of the community and are responsible to it. The concept requires forward thinking by leaders and practitioners, and it challenges agencies to use data to make sound business decisions with specifically intended outcomes.

When leadership chooses to not take action regarding an employee who fails to uphold the police oath, we are directly contributing to the negative perception of policing, which, in turn, affects the daily work of our good officers.

It is imperative that we provide a safe and positive culture within agencies that highlights accountability. When police accountability exists, the community gains confidence in police officers, which leads to police officers gaining confidence in themselves.

Although I often wonder how our generation of leaders will shape the future of policing, I am keenly aware that thought leaders from the past have profoundly impacted my perspective on the best strategies for ensuring the efficient and effective delivery of public safety services. Standards and accountability remain important and allow agencies to reach their full potential. Clearly, we have a complex responsibility, and I believe the process of accreditation and holding our officers to the highest standards helps us to be accountable to one another and our communities, for the advancement and safety of all. ❖

Louis M. Dekmar, Chief of Police, LaGrange, Georgia, Police Department

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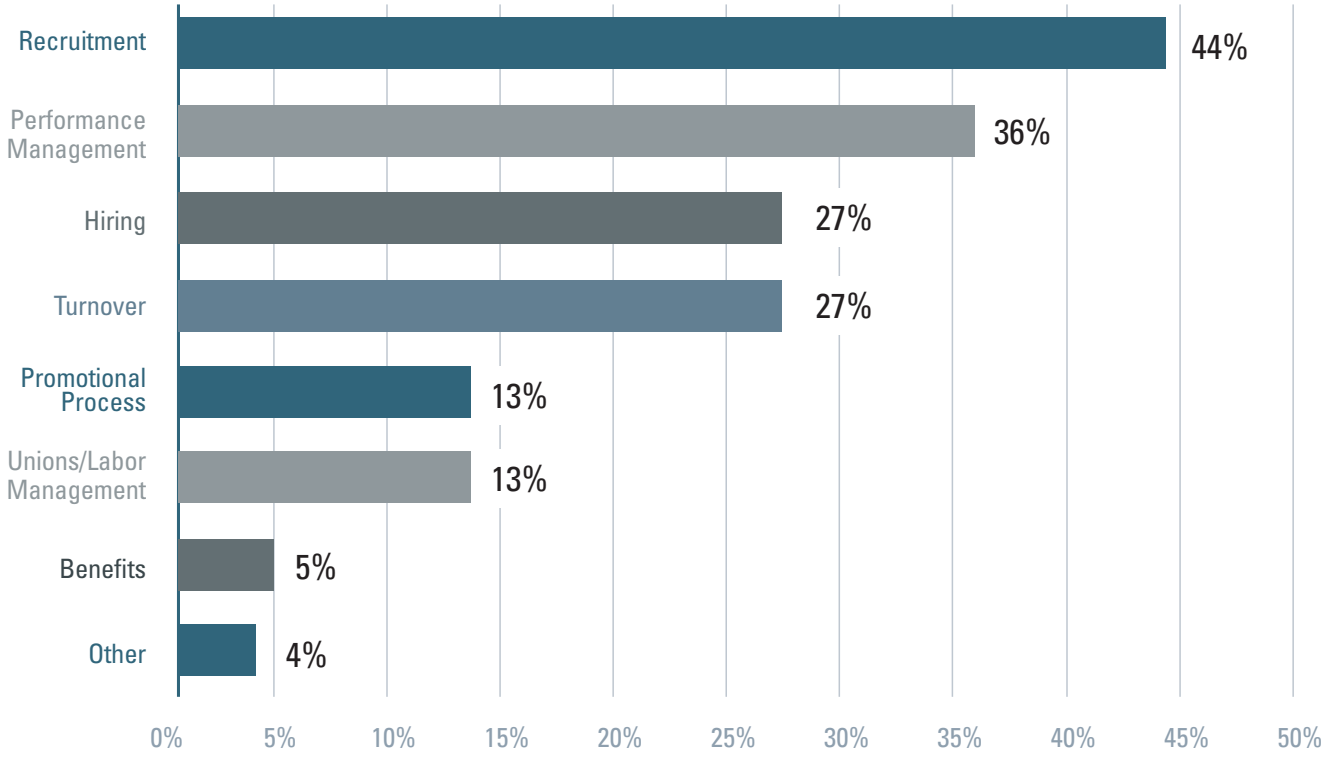
Police Chief *knows that many of the best ideas and insights come from IACP members who serve their communities every day. The Dispatch is an opportunity for members and other readers to share their wisdom, thoughts, and input on policing and the magazine.*

MEMBERS SPEAK OUT

In July, *Police Chief* asked readers to identify the personnel-related topics in which chiefs could most benefit from support or resources. Here's what you told us.

Personnel Topics in Most Need of Support or Resources



"The number of quality applicants who are true servants and not employment seekers has declined over the years. Once an agency hires a 'keeper,' we need support and methods to retain these officers so we can develop them into career law enforcement professionals."

—John R. Neal, Chief of Police
Ridgeland Police Department, Mississippi

"There are a number of factors that are outside a chief law enforcement executive's authority. For instance, health benefits are dictated by a separate agency for any number of state and local law enforcement agencies."

—Charles Giblin, Special Agent in Charge
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IACP Supports Reauthorization of JJDPA

By Madeline McPherson, Project Coordinator, IACP

In August 2018, the IACP provided a letter to U.S. congressional leaders in support of reauthorizing the Juvenile Justice and Delinquency Prevention Act (JJDPA). This critical piece of legislation was first enacted in 1974 and is based on the philosophy that justice-involved juveniles should be protected by federal standards for care and custody. The legislation promotes public safety while also preventing victimization.

The last time the JJDPA was reauthorized was in 2002. Recently, juvenile justice advocates and professional associations, such as the IACP, have made a call to action for reauthorization since that version of the JJDPA expired over 11 years ago.

Separate U.S. House and Senate bills were introduced in 2017 to reauthorize the JJDPA, but movement on the bills has stalled in both chambers. House Resolution (H.R. 1809) was passed in the House in May 2017 and was forwarded to the Senate where it has remained since being placed on the Senate legislative calendar in February 2018.[1] Meanwhile, the same occurred for Senate Bill (S. 860), which was passed in the Senate and received by the House in August 2017, where it has since remained.[2]

The letter of support was forwarded to House and Senate leaders, including Mitch McConnell, Chuck Schumer, Kevin McCarthy, and Nancy Pelosi. In the letter, IACP President Louis Dekmar urged Congress to reconcile the two bills and push forward a comprehensive renewal of the JJDPA for final passage.

The JJDPA is viewed by many in advocacy and policy making as one of the most successful pieces of U.S. legislation to set federal standards with bipartisan support. The act itself provides four core protections to juveniles who become involved in the justice system:

1. Deinstitutionalization of status offenders
2. Removal of juveniles from adult jails and detention facilities
3. Sight and sound separation of juvenile offenders from adult offenders
4. Reduction in the disproportionate number of juveniles of color coming into contact with the justice system

The JJDPA focuses on evidence-based and trauma-informed practices that reduce recidivism. With the changes in the proposed legislation, an updated JJDPA would reflect recent developments in the understanding of adolescent development and evidence-based policy and practices. Some of the key provisions of the updated JJDPA would accomplish the following:

- Improve screening and assessment, diversion, and treatment for mental health and substance abuse needs
- Support the implementation of trauma-informed, evidence-based practices
- Encourage investment in community-based alternatives to detention
- Give clear direction and support for states and localities to develop data-driven approaches to reduce racial and ethnic disparities
- Improve conditions and educational services for incarcerated youth
- Address impacts of exposure to violence and trauma on adolescent behavior and development
- Support improvements to conditions of confinement

Part of the success of the JJDPA is the widespread support and buy-in from the U.S. Congress; the U.S. executive branch; social advocates; academics; and, perhaps most critically, the Office of Juvenile Justice and Delinquency Prevention (OJJDP), a U.S. federal agency established when the JJDPA was first passed in 1974. OJJDP is dedicated to carrying out the mission of the JJDPA by providing training and guidance, technical assistance, research and evaluation, model programs, and support of similar efforts on state and local levels.

For our members, a reauthorization of the JJDPA inherently supports the work law enforcement officers do every day. By providing support, funding, and best practices in juvenile justice, this reauthorization will offer law enforcement agencies the benefit of an investment in public safety as well as a role in supporting reform for juvenile offenders. ❖

To offer your support for the reauthorization of the Juvenile Justice and Delinquency Prevention Act, consider contacting your congressional representatives. Visit http://capwiz.com/theiacp/home to find contact information.

Notes:

[1]Juvenile Justice Reform Act of 2017, H.R. 1809 (2017).

[2]Juvenile Justice and Delinquency Prevention Reauthorization Act of 2017, S. 860 (2017).

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Former criminal investigator
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Organizational Contributions to Police Suicide

By Thomas E. Coghlan, PsyD, Detective, New York Police Department, and Visiting Fellow, IACP

In a June 2018 report, the Centers for Disease Control and Prevention (CDC) described suicide as "more than a mental health concern" and reported that suicide rates have risen from 1999 through 2016 in every U.S. state except one.[1] Referencing the CDC's report, the American Psychological Association (APA) issued a statement calling suicide prevention a "public health priority."[2] This public health risk does not exclude law enforcement officers—data suggest that the rise in officer suicides mirrors the overall U.S. rise.

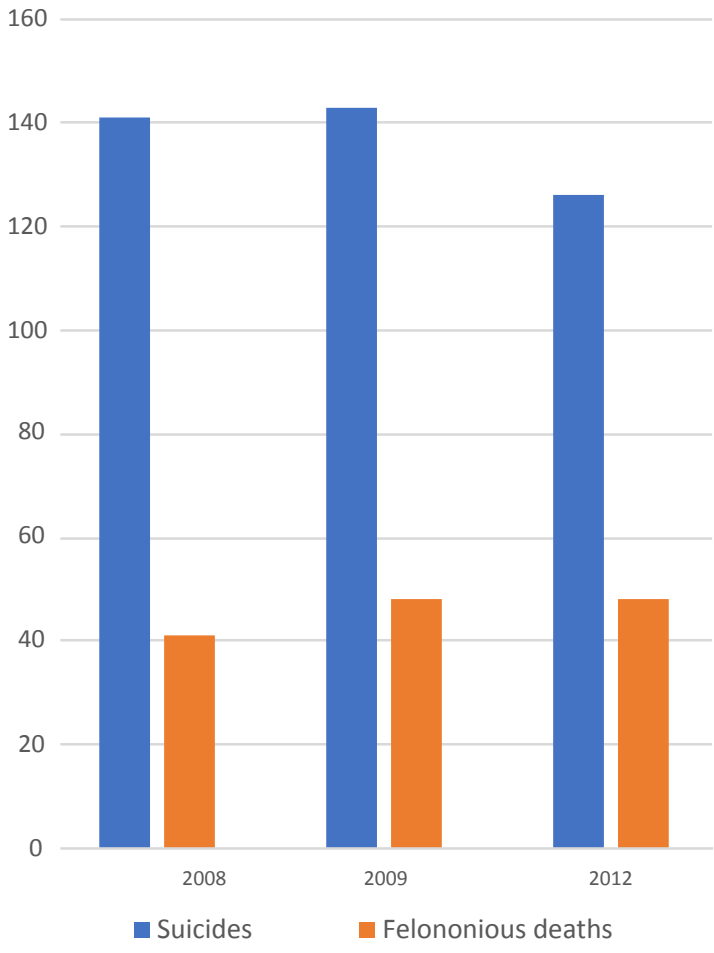
Hard data on the true annual incidence of police suicides are evasive. This is partly due to the lack of a centralized repository to capture such data and partly to the pervasive stigma that makes people reluctant to report officer suicides to available, voluntary databases. A variety of sources, however, provide some insight into the incidence of officer suicide. An analysis performed using Internet searches provided the following figures for police suicides: 141 in 2008, 143 in 2009, and 126 in 2012.[3] Considering that the true numbers are likely higher due to the above-mentioned limitations, it can be startling to realize that even these deflated numbers are two to three times greater than the number of law enforcement officers feloniously killed in the line of duty during the same years: 41 in 2008, 48 in 2009, and 48 in 2012. As rightfully distressed as the law enforcement community is by the number of felonious law enforcement line-of-duty deaths per year, members of this same community are killing themselves at a greater rate; yet, police suicide still carries a stigma that relegates even mere conversations about it to the shadows. Disturbingly, the trend indicated by the previous statistics continues. In 2016, there were 138 police suicides, more than double the 66 felonious law enforcement officer deaths that year.[4] Given these facts, why is law enforcement, eager to reduce line-of-duty deaths and injuries, so slow to address the phenomena of police suicides? Every member of every agency, from rank and file through chief executives, should ask themselves if they are doing everything they can to address this "killer within."

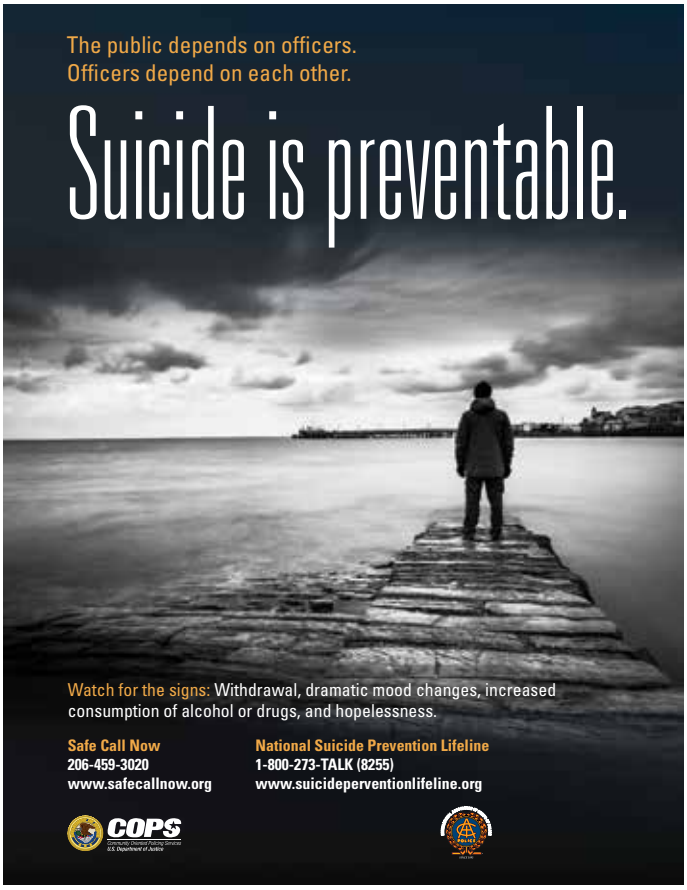
Regardless of the true number of police suicides, even one suicide is one too many. When a law enforcement officer commits suicide, the sense of shock among his or her peers is often intensified due to the dissonance between officers' self-identities as problem solvers juxtaposed against a situation where it was an officer who needed a problem solved. In an effort to make sense of officer suicide, it is important to view suicide as a multifaceted act. While a paucity of information might exist regarding the incidence of police suicide, there is a wealth of information about the factors that contribute to police suicide.

In the previously cited 2018 report, the CDC indicated that suicide results from a constellation of factors and that the majority of suicides are not linked to a known mental health condition.[5] Consistent with this view, officer suicides can be attributed to a multitude of factors, including those that are dispositional and internal, as well as situational and external, existing in the officers' social and occupational environments. In order to effectively address officer suicide, it is essential for agencies to engage in sincere introspection and assess how their organizational cultures; procedures; disciplinary processes; and the amount of effort and resources they provide toward suicide prevention, officer mental health, and officer wellness might factor into officer suicide. A frank, honest, and fearless approach to reducing officer suicide calls for agencies to consider not only their own role in recognizing and addressing the internal aspects of officer suicide, but also how to recognize and address the modifiable organizational factors that might contribute to officer suicide.

There are multiple factors that contribute to officer suicide, each to varying degrees. Members of law enforcement are just as likely to experience the stress of personal life events such as family illness, the death of a loved one, financial difficulties, and so forth; therefore, such stressors

Figure 1: Officer Suicide and Felonious Death Trends





likely have equal weight as risk factors for officer suicide as compared to the general public. If personal stressors are equal across the general public and law enforcement officers, then consideration of the role that police agencies and police culture play in police officer suicide is warranted.

In psychology, it is understood that all behavior occurs within a cultural context. For example, a recent APA article notes that, among Latinos, an objection to seeking help outside the family unit contributes to suicide rates; among Asian Americans, a pressure to achieve acts as a contributing risk factor to suicide; and among Native Americans, the intergenerational transmission of trauma may inform a disproportionately high rate of suicide.[6] Culture, however, is not limited to variables such as race, ethnicity, or nationality. When one speaks of "police culture," the concept includes the values and behaviors that are acquired and transmitted within the law enforcement population, both organizationally and individually. Because culture informs worldview, police culture informs how officers think, behave, make decisions, and define events. The questions are, then, what aspects of police organizations contribute to police suicide, and how can police organizations change their culture to address these contributing factors and reduce the incidence of officer suicides?

Efforts have been made to explore risk factors that contribute to police suicide, including organizational factors such as seemingly unjust disciplinary procedures, autocratic organizational structures, a lack of resources or organizational will dedicated to wellness programs and suicide prevention efforts, and low job satisfaction due to an organizational tendency to actively punish misconduct but fail to praise effort or recognize success. Studies on this topic have concluded that organizational stress among police was more likely to contribute to negative psychological outcomes, rather than job-task or occupational stress.[7]

The construct of hopelessness or the negative belief that one's situation is uncontrollable, insolvable, and ultimately without promise is known to be linked to suicidal ideation, and a study of 378 officers in 2016 found that organizational aspects of police work contribute to suicidal thinking vis-à-vis hopelessness stemming from administrative stress and a lack of agency support.[8] In a study of 1,072 officers in 2009, researchers found that a lack of organizational fairness and other modifiable job stressors were linked with negative cognitive and behavioral outcomes. Indeed, this study's findings suggest that it is organizational stressors such as poor supervisory support, perceived organizational unfairness, and workplace discrimination, rather than job-task stress, that are robust predictors of depression, anxiety, and traumatic stress symptoms.[9] A 2016 review of the literature exploring the contributions of contextual factors of police work versus content factors concluded that the linkage between organizational stressors of police work and negative psychological outcomes is extensive and incontrovertible.[10]

The majority of suicides are not linked to mental health concerns, neither among the general public nor among police officers. Rather, a majority of suicides can be attributed to situational factors and other life stressors, including organizational job factors. Law enforcement leaders are encouraged to review their organizational approaches to officer wellness and suicide prevention, as well as consider what role their disciplinary processes or other procedures might have as contributing factors to organizational stress and, potentially, officer suicide. ❖

Notes:

[1]Center for Disease Control and Prevention (CDC), "Suicide Rates Rising across the U.S.," press release, June 7, 2018. The only U.S. state without an increase in suicides during the applicable time period was Nevada.

[2]American Psychological Association, "APA Calls Suicide Prevention a Public Health Priority," news release, June 8, 2018.

[3]Andrew F. O'Hara et al., "National Police Suicide Estimates: Web Surveillance Study III," *International Journal of Emergency Mental Health* 15, no. 1 (November 2013): 31–38.

[4]Federal Bureau of Investigation, Law Enforcement Officers Killed and Assaulted Program, https://ucr.fbi.gov/leoka-resources; Blue H.E.L.P., https://wearebluehelp.org.

[5]CDC, "Suicide Rates Rising Across the U.S."

[6]Rebecca A. Clay, "Cultural Distinctions in Whether, When and How People Engage in Suicidal Behavior," *Monitor on Psychology* 49, no. 6 (June 2018): 28–35.

[7]Peter M. Hart, Alexander J. Wearing, and Bruce Headey, "Police Stress and Well-Being: Integrating Personality, Coping, and Daily Work Experiences," *Journal of Occupational and Organizational Psychology* 68, no. 2 (June 1995): 133–156; Jennifer Brown, Jane Fielding, and Jennifer Grover, "Distinguishing Traumatic, Vicarious, and Routine Operational Stressor Exposure and Attendant Adverse Consequences in a Sample of Police Officers," *Work and Stress* 13, no. 4 (October 1999).

[8]John M. Violanti et al., "Correlates of Hopelessness in the High Suicide Risk Police Occupation," *Police Practice and Research* 17, no. 5 (May 2015): 408–419.

[9]Robyn Gerson et al., "Mental, Physical, and Behavioral Outcomes Associated with Perceived Work Stress in Police Officers," *Criminal Justice and Behavior* 36, no. 3 (March 2009): 275–289.

[10]Jonathan Houdmont, "Stressors in Police Work and Their Consequences" in *Stress in Policing*, ed. Ronald J. Burke (New York, NY: Routledge, 2016), 50–65.

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Effectiveness of License Plate Readers for Patrol and Investigations

By Christopher S. Koper, Principal Fellow, and Cynthia Lum, Director, Center for Evidence-Based Crime Policy, George Mason University

License plate readers (LPRs) have spread rapidly in policing and are now used by an estimated two-thirds of large agencies in the United States (as well as many small agencies) for a range of patrol, investigative, and security operations.[1] Although LPRs have been shown to increase arrests and recoveries of stolen vehicles, their wider impacts on crime prevention and investigations are unclear, as the rigorous evaluation of LPRs has been very limited. Outcomes from LPR use are likely to depend on several factors, including the volume of LPR deployment, the manner in which LPRs are deployed (mobile versus fixed), the types of data accessed by LPR systems, how officers use LPRs in the field, how data are saved and used for investigations, and the public's reaction to LPR use. Hence, there is a strong need to build an evidence base to guide law enforcement decisions on LPR acquisition and use. With support from the National Institute of Justice, the authors have conducted two new field studies of LPR use in patrol and investigations.[2]

The first study, which was conducted in a large suburban jurisdiction, compared the outcomes of hot spots patrols conducted with and without LPRs. A team of LPR and non-LPR patrol officers were randomly assigned to conduct short patrols (15–30 minutes) at designated hot spots (averaging 0.1 square miles in size) for a period of more than four months. During this time, the officers made nearly 800 visits to 33 hot spots. Compared to non-LPR patrols, officers were much more likely to recover stolen vehicles when using LPRs. However, they were no more likely to detect serious offenders and make arrests when using LPRs. Nor did the display of the LPR cameras generate stronger deterrent effects, as might be expected based on studies of surveillance cameras. The likelihood of a new crime or disorder occurring in a hot spot while an officer was present was equal for LPR and non-LPR patrols (a test of "direct deterrence"), as was the likelihood of a new crime or disorder occurring in the next several hours following a patrol visit (a test of "residual deterrence").

The second study examined the use of LPRs for investigations in a large city with a network of nearly 100 LPRs at fixed positions. Detectives and other officers in this agency use the LPRs for a variety of purposes: rapid response to criminal incidents (e.g., pursuits); developing leads from LPR reads for follow-up investigations; tracking movements of suspects and identifying accomplices; and corroborating suspect alibis and victim statements. In the first two years following installation of the LPR network, researchers identified nearly 4,000 incidents in which officers reported using LPRs for incidents ranging from auto theft to homicide to missing person cases. While patterns varied across case types, LPRs provided information that contributed in some manner to resolving incidents in roughly one of five uses overall.

Additional analyses were conducted to test whether installation of the LPR network improved case clearance rates for auto theft, theft of vehicle parts, and robbery cases, which together accounted for two-thirds of the investigative uses of LPRs. Case clearances for auto theft and some categories of robbery improved modestly after the installation of the LPR network, particularly in places where LPRs were concentrated. While promising, tests for statistical significance were inconclusive, and patterns in the data suggested that other factors (like an extensive CCTV network in the city) may have also contributed to higher clearances. The study suggested that more strategic placement of the LPRs in high-crime areas and more regular use by investigators might yield stronger effects.

In summary, results from these studies suggest that investigative applications of LPRs might be more promising than applications for general patrol. Although officers are more likely to recover stolen vehicles when using LPRs in patrol, they do not make significantly more arrests, nor do they generate stronger deterrence of crime and disorder. Recovering more stolen vehicles alone might not be worth the cost of LPRs, particularly if LPR use primarily affects the speed rather than the likelihood of recovering stolen vehicles. These findings are noteworthy because mounting LPRs on general patrol vehicles is the most common way that police currently deploy this technology.[3]

Deployment of LPRs at strategic fixed positions (or on mobile trailers), in contrast, opens several avenues for innovative ways to use LPRs for investigations. This might prove to be a key advantage of fixed relative to mobile LPR deployment, especially for agencies that have large numbers of LPRs. However, a caveat is that the number of LPRs deployed may need to be very high to have clearly discernible and substantial impacts on investigative outcomes, at least in large cities.

Looking ahead, further studies of LPR use are needed to replicate these findings in different contexts and to examine other applications of LPRs (e.g., deployment with special units for investigations or traffic-related work). Additional work is also needed to examine LPR impacts in smaller agencies, which tend to use LPRs in very similar ways to their large agency counterparts. As better evidence develops on LPRs, agencies can make more informed decisions about the cost efficiency of LPR investments and the best ways to use this technology.

Action Items

- Agencies with LPRs should consider fixed deployment (or deployment on mobile trailers) at strategic roadways in high-crime areas as a means of enhancing investigations.
- Regardless of the deployment method chosen (mobile or fixed, general or special uses), police should focus LPR

use on strategically chosen areas and regularly track LPR uses and results for evaluation.

- Agencies considering LPR adoption should assess the technology's pros and cons. Substantial investments might be needed to achieve modest impacts with this technology, and adjustments to investigative and reporting practices might be needed to optimize its use. ❖

Notes:

[1]Cynthia Lum et al., *The Rapid Diffusion of License Plate Readers in U.S. Law Enforcement Agencies: A National Survey* (Fairfax, VA: Center for Evidence-Based Crime Policy, George Mason University, 2016).

[2]Christopher S. Koper et al., *Evaluating the Crime Control and Cost-Benefit Effectiveness of License Plate Reader Technology* (Fairfax, VA: Center for Evidence-Based Crime Policy, George Mason University. 2018).

[3]Lum et al., *The Rapid Diffusion of License Plate Readers in U.S. Law Enforcement Agencies*.

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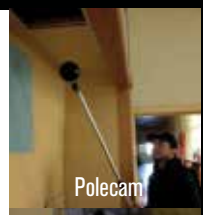

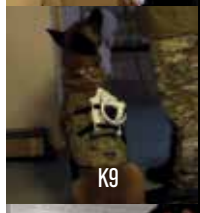

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Carpenter v. United States: Digital Privacy in the 21st Century

By Craig E. Ferrell, Jr., Assistant Professor of Law and Criminal Justice, Houston Baptist University, Deputy Director/General Counsel (Ret.), Houston, Texas, Police Department

The U.S. Supreme Court's June 22, 2018, decision in *Carpenter v. United States* held that, before compelling a wireless carrier to turn over a subscriber's cell-site location information (CSLI), the government's obligation is a familiar one—get a warrant![1] Justices on both sides of the ideological spectrum said that rapid advances in modern technology made decades-old case precedents inadequate for the public and law enforcement. The majority said that the digital data at issue in this case—personal location information maintained by a third party—do not fit neatly under existing precedents, but lie instead at the intersection of two lines of cases. In the 2012 *United States v. Jones*, the court held that police had to establish probable cause for a search before they could place a GPS tracking device on a vehicle.[2] The U.S. Supreme Court justices voted unanimously that the act of placing a tracking device on a car was a "search" under the Fourth Amendment, although they were split 5-4 as to the fundamental reason behind that conclusion. Then, two years later in 2014, the court unanimously held that the warrantless search and seizure of digital contents of a cellphone during an arrest is unconstitutional in *Riley v. California*.[3] It was only a matter of time before facts like those in the *Carpenter* case came before the court.

Carpenter v. United States Cellphone Privacy Expectations

In 2011, police officers arrested four men suspected of robbing a series of Radio Shack and (ironically enough) T-Mobile stores in Detroit, Michigan. One of the men confessed that, over the previous four months, the group (along with a rotating cast of getaway drivers and lookouts) had robbed nine different stores in Michigan and Ohio. The suspect identified 15 accomplices who had participated in the heists and gave the FBI some of their cellphone numbers; the FBI then reviewed his call records to identify additional numbers that he had called around the time of the robberies. Based on that information, the prosecutors applied for court orders under the Stored Communications Act to obtain cellphone records for petitioner Timothy Carpenter and several other suspects. Eventually, Carpenter was charged with six counts of robbery and an additional six counts of carrying a firearm during a federal crime of violence.[4] Prior to trial, Carpenter moved to suppress the cell-site data provided by the wireless carriers. He argued that the government's seizure of the records violated the Fourth Amendment because they had been obtained without a warrant supported by probable cause. The district court denied the motion.[5] At trial, seven of Carpenter's confederates pegged him as the leader of the operation. In addition, FBI agent Christopher Hess offered expert testimony about the cell-site data and produced maps that placed Carpenter's phone near four of the robberies. In the government's view, the location records clinched the case: They confirmed that Carpenter was "right where the… robbery was at the exact time of the robbery."[6] Carpenter was convicted on all but one of the firearm counts and sentenced to more than 100 years in prison.

The Court of Appeals for the Sixth Circuit affirmed the decision, holding that Carpenter lacked a reasonable expectation of privacy in the location information collected by the FBI because he had shared that information with his wireless carriers.[7]

The U.S. Supreme Court then agreed to hear the case and was faced with balancing two different lines of cases, some allowing police to utilize only a court order and others requiring probable cause and a search warrant before police could gain access to stored records.

Fourth Amendment Protections

The Fourth Amendment protects "[t]he right of the people to be secure in their persons, houses, papers, and effects, against unreasonable searches and seizures, shall not be violated, and no warrants shall issue, but upon probable cause, supported by oath or affirmation, and particularly describing the place to be searched, and the persons or things to be seized."[8] Thus, "the basic purpose of this Amendment," court cases have recognized, "is to safeguard the privacy and security of individuals against arbitrary invasions by governmental officials."[9]

As technology has enhanced the government's ability to encroach upon areas normally guarded from inquisitive eyes, this court has sought to ensure "preservation of that degree of privacy against government that existed when the Fourth Amendment was adopted."[10] For that reason, the court rejected in *Kyllo v. United States* a "mechanical interpretation" of the Fourth Amendment and held that use of a thermal imager to detect heat radiating from the side of the defendant's home was a search.[11] Because any other conclusion would leave homeowners "at the mercy of advancing technology," the court determined that the government—absent a warrant—could not capitalize on such new sense-enhancing technology to explore what was happening within the home.[12] Likewise in *Riley*, the court recognized the "immense storage capacity" of modern cellphones in holding that police officers must generally obtain a warrant before searching the contents of a phone.[13] In fact, the U.S. Supreme Court explained that, while the general rule allowing warrantless searches incident to arrest "strikes the appropriate balance in the context of physical objects, neither of its rationales has much force with respect to" the vast store of sensitive information on a cellphone.[14] In the *Carpenter* case, which involved the government's acquisition of wireless carrier cell-site records revealing the location of Carpenter's cellphone whenever it made or received calls, the U.S. Supreme Court said that this sort of digital data—personal location information maintained by a third party—does not fit neatly under existing precedents. Instead, the justices highlighted that requests for cell-site records lie at the intersection of two lines of cases, both of which involve privacy interests.

Applying the Fourth Amendment to Digital Data

The question police officers are confronted with today is how to apply the Fourth Amendment to a new phenomenon: the ability to chronicle a person's past movements through the record of his or her cellphone signals. Much like GPS tracking of a vehicle, the court said cellphone location information is detailed, encyclopedic, and effortlessly compiled.

Prior to the digital age, law enforcement might have pursued a suspect for a brief stretch, but doing so "for any extended period of time was difficult and costly and therefore rarely undertaken."[15] For that reason, "society's expectation has been that law enforcement agents and others would not—and indeed, in the main, simply could not—secretly monitor and catalogue every single movement of an individual's car for a very long period."[16] Allowing government access to cell-site records contravenes that expectation. Although such records are generated for commercial purposes, that distinction does not negate Carpenter's anticipation of privacy in his physical location. The U.S. Supreme Court also pointed out that, because location information is continually logged for all of the

400 million devices in the United States—not just those belonging to persons who might happen to come under investigation, this newfound tracking capacity runs against everyone's privacy rights.

The majority holding correctly pointed out only the few individuals without cellphones could escape this tireless and absolute surveillance. Apart from disconnecting a phone from the network, there is no way to avoid leaving behind a trail of location data. As a result, in no meaningful sense has the user voluntarily "assumed the risk" of turning over a comprehensive dossier of his or her physical movements.[17] The government's acquisition of the cell-site records was a search requiring a warrant.

Conclusion

The U.S. Supreme Court's decision in *Carpenter* is a narrow one. The court did not express a view on matters not before it: real-time CSLI or "tower dumps" (a download of information on all the devices that connected to a particular cell site during a particular interval). As the late Justice Felix Frankfurter noted when considering new innovations in airplanes and radios, the court must tread carefully in such cases, to ensure that we do not "embarrass the future."[18] Having found that the acquisition of Carpenter's CSLI was a search, the Supreme Court merely held that the government must generally obtain a warrant supported by probable cause before acquiring such records.

However, the court did not hold that all orders compelling the production of documents will require a showing of probable cause. The government will still be able to use subpoenas to acquire records in the overwhelming majority of investigations. Furthermore, the U.S. Supreme Court said case-specific exceptions may still support a warrantless search of an individual's cell-site records under certain circumstances:

> *One well-recognized exception applies when "the exigencies of the situation" make the needs of law enforcement so compelling that [a] warrantless search is objectively reasonable under the Fourth Amendment.*[19]

As a result, if law enforcement is confronted with an urgent situation, such fact-specific threats the court said will likely justify the warrantless collection of CSLI. Lower courts, for instance, have approved warrantless searches related to bomb threats, active shootings, and child abductions. While police must get a warrant when collecting CSLI to assist in the criminal investigation, the rule the court set forth does not limit police officers' ability to respond to an ongoing emergency.

So given this and other recent U.S. Supreme Court decisions related to digital data and privacy, all U.S. police departments and prosecutors' offices must not only review and revise their investigative policies and procedures for surveillance and privacy of individuals, but they should also ensure that their agencies' training of new cadets and prosecutors incorporates this trilogy of landmark Supreme Court decisions that extends traditional Fourth Amendment privacy rights and expands digital privacy for all U.S. citizens. ❖

Notes:

[1]*Carpenter v. United States*, 585 U.S. ___ (2018).

[2]*United States v. Jones*, 565 U.S. 400 (2012).

[3]*Riley v. California*, 573 U.S. ___ (2014).

[4]See 18 U.S.C. §§ 924(c), 1951(a).

[5]*United States v. Carpenter*, 819 F.3d 880 (6th Cir. 2016).

[6]*Carpenter v. United States*, 585 U.S. ___,*4, App. 131 (closing argument).

[7]*United States v. Carpenter*, 819 F. 3d 880 (2016).

[8]U.S. Const. amend. IV.

[9]*Camara v. Municipal Court of City and County of San Francisco*, 387 U. S. 523, 528 (1967).

[10]*Kyllo v. United States*, 533 U. S. 27, 34 (2001).

[11]*Kyllo*, 533 U. S. at 35.

[12]*Kyllo*, 533 U. S. at 35.

[13]*Riley*, 573 U.S. slip op., at *17.

[14]*Riley*, 573 U.S. slip op., at *9.

[15]*Jones*, 565 U.S. at 429.

[16]*Jones*, 565 U.S. at 430.

[17]*Smith v. Maryland*, 442 U.S. at 745.

[18]*Northwest Airlines, Inc. v. Minnesota*, 322 U.S. 292, 300 (1944).

[19]*Kentucky v. King*, 563 U.S. 452, 460 (2011) (quoting *Mincey v. Arizona*, 437 U.S. 385, 394 (1978)).

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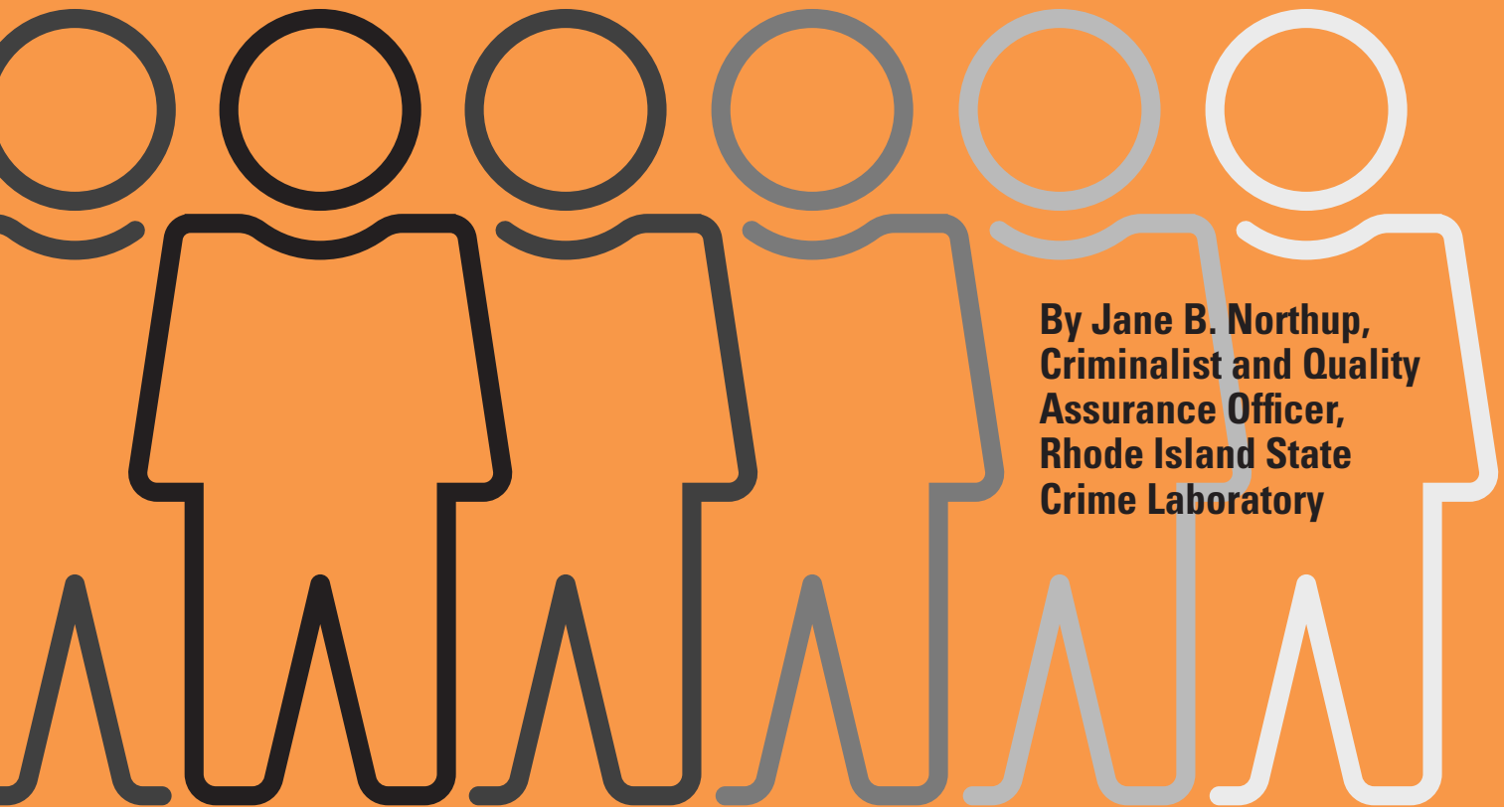

By Jane B. Northup, Criminalist and Quality Assurance Officer, Rhode Island State Crime Laboratory

The challenge of recruiting and hiring quality personnel has emerged as a critical problem for today's law enforcement agencies.[1] The roots of the current law enforcement officer recruitment movement were formed with the Violent Crime Control and Law Enforcement Act of 1994, which established the Office of Community Oriented Policing Services (COPS Office) to answer policy makers' questions on police staffing issues.[2] The program included a U.S. federal government initiative to add 100,000 sworn officers to law enforcement agencies through grant funding. Since that time, the U.S. Congress has acknowledged the continued need for recruits in law enforcement agencies, leading to the further appropriation of $1 billion in 2009 to continue the grants that help agencies increase their workforce levels, thus enabling cities and towns who would not typically be able to recruit, hire, and train such a large cohort of new officers to meet their workforce needs.[3]

Even with grant funds, the costs associated with recruiting, hiring, and training officers can be overwhelming for an agency. For up to three years, 75 percent of a new officer's salary and fringe benefits can be offset with grant funding. Therefore, agencies that use grant funds must budget the officers' costs to the department once grant funds have ended.[4] Data were gathered from several large cities, and analysts found, for example, that in New York City, a new officer costs the city an estimated $500,000 when expenses through the officer's probationary period were included. The cost to fill 270 vacancies on the California Highway Patrol was estimated at $28 million, and Seattle, Washington, estimates that it spends $200,000 per year on recruiting alone.[5]

Once officers are recruited and hired, with and without grant funding, they need to be retained. In a review of existing research, it appears that police agencies are still facing challenges with meeting the demand for officers due to three key factors: (1) an increase in attrition caused by the retirement of baby boomers; (2) a diminishing applicant pool due to competition from other organizations; and (3) an increased need for additional officers due to the expansion of police responsibilities, such as community policing; homeland security; and new, emerging crimes.[6] Therefore, agency leadership must review their personnel programs to thoroughly understand current and future needs of the agency and determine how the agency will move forward

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during a time of fiscal uncertainty and a decrease in the supply of new officers.

Personnel Planning

Personnel planning includes processes to reach target staffing levels through the hiring, training, and retaining of officers.[7] The first step in personnel planning is examining the staffing levels required for the community and the agency. The next step in the process is to manage and maintain the appropriate level of staffing through personnel planning programs. Maintaining the proper staffing level in a police agency acknowledges both the supply of and demand for qualified officers during changing times of increasing attrition, decreasing resources, and ever-expanding law enforcement responsibilities.

Recruitment and retention of officers must be addressed in personnel planning policies through a series of steps. The steps needed require the calculation of agency staffing levels by reviewing data on recruits who complete probation; categorization of the distribution of the current workforce by skill, experience, and rank; reviewing the data on expected promotions and retirements, understanding the lack of available recruits; preparing for military call-ups; and working within a tight budget.[8]

Workforce and Staffing Levels

Workforce level refers to "police strength" in which recruitment and retention are tools to manage the size of the workforce to avoid staffing shortages. The reviewed literature on police staffing levels indicates several factors, many external to the agency, that cause variation in agency size. Agencies can use several methods to calculate their police agency staffing needs, utlizing data such as (1) the jurisdiction's crime and disorder statistics, (2) the size of the community and officers per capita, (3) the minimum staffing levels required by the community, (4) a budget set forth by the community leadership, or (5) a workload model.[9] Many agencies believe that crime rates are the primary factor in determining agency size; however, research has found that crime rates have little effect.[10] Reports on factors that genuinely affect agency size include issues such as how much time an agency spends on community policing programs, time spent training officers, the average age of the officers, and the expectation of an increase in retirements.[11] Research on the advantages and disadvantages of the most common estimation approaches concluded that the workload model, in conjunction with performance objectives of the individual agency, was the most effective and efficient approach to determining staffing levels.[12] A process developing and calculating workforce levels for an agency include the following six steps:

1. Examining the distribution of calls
2. Examining the nature of calls
3. Reviewing how much time is consumed by calls
4. Calculating the shift-relief factor
5. Establishing agency performance objectives
6. Providing staffing estimates

Associated Costs of Insufficient Workforce Levels

A decrease in workforce levels leads to an overworked workforce, which, in turn, leads to police officer fatigue. Police officer fatigue creates several issues that are of concern to an agency and the community it protects. Fatigue can lead to an officer's overuse of sick time, increase in stress, higher rates of citizen complaints of misconduct, and an increase in accidental injuries on duty.[13] Working long hours also contributes to adverse health behaviors, such as smoking, as well as to serious health problems, such as cardiovascular disease and musculoskeletal disorders.[14]

Further, working long hours creates sleep deprivation in these already-fatigued police officers. Sleep deprivation is dangerous not only for the officer, but also for the community, as sleep-deprivation can compromise an officer's decision-making and performance capabilities. Data compiled from several studies found that, first, police agencies can do a better job of meeting both demands for service and the needs of officers and their families if they use flexible approaches to staffing and work schedules. For example, on-the-job motor vehicle accidents declined by 40 percent when officers had shifts with less frequent changes. Second, it appears that sleep plays an important role in stress arising from traumatic, life-threatening experiences. Sleep disturbances were strongly associated with symptoms similar to post-traumatic stress. And, third, there are long-term health consequences associated with lack of sleep and daily exposure to environmental, physical, and emotional demands. Lack of sleep is linked to elevated mortality rates, and it was found that 19 percent of the officers who participated in one study had impairment equal to a blood alcohol concentration (BAC) of 0.05—close to the 0.08 BAC limit for drunk driving impairment in most U.S. states.[15]

When an agency is unable to keep staffing at an optimum level, the performance, productivity, and morale of officers might decrease as a result of overwork and fatigue.[16] This situation further exacerbates recruiting challenges.[17] In a robust job market, candidates for officer positions will look carefully at agency staffing levels and might decide that agencies with staffing issues are less favorable employment choices.[18]

Workforce Structure

Workforce structure is the distribution of the workforce where "recruitment and retention are tools to manage the movement of officers through an organization."[19] As in staffing needs, workforce structure is also agency dependent, and agencies should strive for a balanced workforce. Research using RAND's *Police Recruitment and Retention Survey* found that the average agency's workforce structure should be a balance of experience levels, although not necessarily in equal numbers for all experience levels.[20] For example, an agency that is "balanced" consists of junior employees (1–10 years of service) who, on average, make up 48 percent of the workforce; mid-career officers (11–15 years of service) who make up 35 percent of the workforce, and senior officers (21–25 years of service) who make up the remaining 17 percent of the workforce. This balance provides benefits to both officers and agencies by allowing for career advancement and succession planning, while also decreasing the need for junior employees to perform jobs that are better suited for more experienced personnel, thus improving overall productivity and efficiency.[21]

Balancing the Workforce

Agency leaders should design a personnel planning procedure by first calculating their *optimum* workforce levels using the workload model, which includes a review of the current workforce's percentage of junior, mid-level, and senior staff that make up the agencies sworn staff.[22] Second, agency leaders must determine their *projected* balanced workforce levels with a review of past turnover rates and the expected rates of retirement for their aging workforce.[23] Understanding future workforce levels helps an agency to attain a balanced workforce and maintain it—so personnel are able to advance within an organization. This stability allows the officers to develop the skills necessary to succeed to the next grade.[24]

If an agency is top-heavy with senior officers and lacks junior officers, personnel costs (e.g., salaries) are higher, and when the senior officers leave the agency, the result is a shortage of job-related experience as less experienced officers fill the vacant positions. However, in the reverse situation, an agency with a disproportionately high amount of junior officers results in a dearth of senior level officers to train, mentor, and supervise the less-experienced, large cohort of junior officers. Additionally, junior officers in bottom-heavy agencies will have more difficulty in attaining career advancement due to the competitiveness of a large junior cohort.[25] An agency's personnel planning that includes succession planning helps the leadership plan for the future movement of personnel, including career advancements that will ultimately lead to a balanced workforce.

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- Understand the prospects and expectations of incoming officers related to career progression.
- Look for ways to improve work-life balance for officers through flexible scheduling or other avenues.

Retention When Balancing the Workforce

When balancing the workforce, retention of the current experienced force should be a priority. The average cost to recruit an officer is upward of $100,000, and the best way to reduce the demand for recruiting resources is to keep the officers already at the agency.[26] It is suggested that there are external and internal reasons for why officers leave agencies. External factors, such as a better opportunity, particularly outside of the law enforcement profession, cannot be controlled by the agency. However, internal factors can be controlled. Issues such as conflicts with the immediate supervisor, uncompetitive salaries, lack of career growth, unmet job expectations, inadequate feedback, lack of training, and insufficient recognition are all problems that an agency can identify, assess, recognize, and resolve by implementing programs that meet the needs of its officers.

In 2008, the most recent comprehensive data collected in the United States found police officer retention rates were at 89 percent, although variations were dependent on agency size and locality.[27] Agency size is an essential variable in retention rates.[28] Another study found that, after five years, small agencies retained officers at a rate of 59 percent, while larger agencies fared better with a five-year retention rate of 79 percent. Research has found that smaller agencies are used by some officers as "stepping stones" to larger agencies, although some agencies attribute their low turnover and high retention rates to good salaries and benefits, officer job satisfaction, good tax bases, and stable local economies.[29]

In addition to agency size, the location of the police agency is also a predictor for officer retention. In isolated or rural communities, such as those in Alaska, the retention rates have been as low as 45 percent. Agencies with low retention rates, where new officers are continually added to the sworn officer ranks, imbalances the workforce structure. Research has found that retention in rural agencies has less to do with salary and more to do with career advancement or cultural connections and family life, which can be addressed in personnel planning policies.[30]

Aside from in rural agencies, salary is often an important retention factor. Following the COPS Office's 1994 call to increase recruitment in policing agencies, several criminal justice agencies in North Carolina conducted a study series that included recruitment and retention of sworn police personnel. The study found that salary conditions were a significant consideration to recruit and retain officers. The North Carolina Department of Justice revisited policing retention issues in their state. Respondents to their survey again stated that pay and benefits were influencing factors on staying on the job. They also included commitment and communication as influences in retention.[31]

Yet another factor that affects officer retention is working conditions. After the traumatic events of Hurricane Katrina in 2005, an examination was made of the New Orleans, Louisiana, Police Department's retention and staffing. From August 2005 until October 2006, the New Orleans Police Department lost 18 percent of their sworn officers. The officers' reasons for leaving still involved compensation to some extent, but the personal sacrifices many officers experienced during this time changed the dynamics of reasons for leaving the force. In the aftermath of the hurricane, housing, as a form of compensation, was a major concern to the officers. Additional issues reported by officers involved the promotion process and career management system, recruiting issues, mix of civilian and sworn officers, and officer morale.[32]

Recommendations

During the review of over 20 studies, several ways to cut costs and improve retention were found. One cost-cutting measure is to hire already trained officers. Plus, an agency can look for alternative ways to deliver police services, such as providing a nonemergency number to decrease 911 calls; allowing community members to file reports in a nontraditional way such as by walk-in, mail-in, online, or by appointment; and by hiring non-sworn personnel to handle nonemergency issues.

Salary and Compensation. Each study reported that officers' perceived salaries and compensation were the main reason for leaving their positions. Though financial considerations were reported in most studies as a retention issue, there are ways to add compensation without adding to base salaries. Agencies can compensate officers with free uniforms or a uniform allowance, by offering increased pay at specific service milestones, by permitting officers to take vehicles home, and by providing pay raises for college degrees.[33]

Other compensation approaches the agencies reported that increased retention, albeit at lower rates, were enhanced retirement benefits, relaxed residency requirements, increased overtime opportunities, and enhanced medical benefits.[34]

Job Satisfaction. The historical definition of job satisfaction is "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences."[35] Human resource professionals typically define job satisfaction as how employees feel about their job, conditions, compensation, benefits, work environment, and career development opportunities.[36] Additionally, building upon a more human resource frame, viewing one's organization as an extended family can help to improve job satisfaction among its members.[37] Job satisfaction is a feeling, thought, or emotion that the organizational culture is pleasurable or at least meets the needs of the officer.[38] Several important sources of job satisfaction have been identified: (1) the importance of the work itself; (2) the responsibility one has while doing the work; and (3) the recognition received from doing one's work.[39] Methods to increase satisfaction include recognizing achievement, giving more responsibility to workers, providing career advancement opportunities, and offering learning opportunities. Additionally, giving employees more freedom, authority, and feedback are ways to enrich job satisfaction with little effect on the agency budget. When the cost to recruit, hire, and train one officer is, at a minimum, $100,000, small allowances allocated to recognition and policy changes to give employees the feeling of job enrichment are paltry in comparison.

Employee Engagement. Employee engagement was another factor reported as a concern in retention issues. Employee engagement is a concept that refers to the "behaviors by which people bring in

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or leave out their personal selves during work role performances."[40] Researchers Bruce Rich, Jeffrey Lepine, and Eean Crawford expand the concept:

> *Engagement represents the simultaneous investment of cognitive, affective, and physical energies into role performance, and how such investments may better explain relationships with two different aspects of job performance: task performance and organizational citizenship behavior.*[41]

Job engagement is commonly defined in policing studies as having a positive or negative attitude toward the subject of work, including the need for a balanced work and career.[42] A highly engaged workforce is a more stable workforce where emotional factors are linked to an individual's satisfaction and the feelings they acquire from their work and from being part of their organization.The result is an engaged employee who is likely to stay on the job longer and feel more loyalty to the organization.[43] According to Rich, Lepine, and Crawford,

> *Engaged individuals are described as being psychologically present, fully there, attentive, feeling, connected, integrated, and focused on their role performances. They are open to themselves and others, connected to work and others, and bring their complete selves to perform.*[44]

Engagement can be predicted by understanding the employees as they relate to the organizational values, their work-life balance, a reward and recognition system, and fostering a positive work environment. Steps to increase employee engagement should include efforts to increase employee input in decision making and other evaluation and feedback opportunities.[45] Additionally, measures that include compensation, training, feedback, supervisor development, and enhanced work experiences are some of the ways an agency can increase job engagement and, in turn, diminish retention issues.[46]

Positive Career Progression. The promotion of a positive career progression was another factor in employee retention studies that were reviewed. Those entering the workforce expect to advance in their careers.[47] The relationship between job satisfaction and career progression can be understood by defining job satisfaction as meeting an officer's expectation of progress through the departmental hierarchy.[48] An agency who carefully plans personnel issues should include a knowledge of the prospects of incoming officers and their needs or expectations to advance in their careers.[49]

Conclusion

The recommendations provided herein expand on actual processes reported in research as helping agencies—small and large, urban and rural—retain officers and maintain a balanced workforce. The practical implications of these recommendations can help policy makers and agency leaders increase job satisfaction and employee engagement and help mitigate career progression issues to stabilize the workforce and retain current staff.

Improving organizational effectiveness through positive perceived leadership can also help mitigate agency retention problems. The new generation of recruits have a "preference toward extrinsic work values, such as prestige, changing tasks, social and cognitive aspects of work, and flexibility," and they prefer a leadership style that is less traditional and works with the values they find important.[50] Understanding what new recruits prefer in leadership style will help keep the recruits happier and possibly employed longer within an agency.

Some strategies for recruitment and retention, such as overtime, pay incentives, and increased salary, have monetary costs, but others are less costly and may require only a change or reframing of the existing leadership style. Understanding that employees, particularly police officers, need a work-life balance and providing simple changes in scheduling or giving officers the opportunity to increase learning through mentoring and collaborative work can help with the growing problem in retention of the law enforcement workforce.

Steps to increase employee engagement should include efforts to increase employee input in decision making and other evaluation and feedback opportunities.

Leadership must plan their personnel needs while attempting to maintain their workforce. Understanding the underlying problems of retention in the workforce will help inform law enforcement agency leaders and policy makers of the necessary steps needed to move their agencies forward and to create a balanced workforce. Using scientific data and evidence and reviewing established scientific studies can advance policing and help law enforcement leaders adopt and promote policies to improve sworn officer retention rates. ❖

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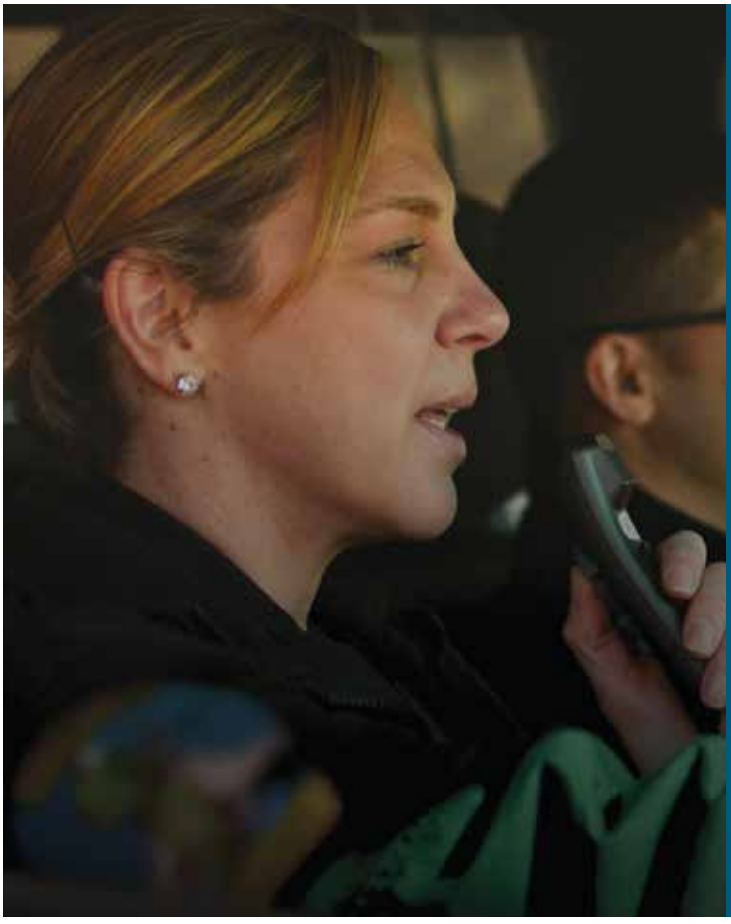

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The Right Person for the Right Position

Changing Hiring Practices to Meet 21st Century Demands

By Alex Neicu, Captain, Tracy, California, Police Department

Finding the right person for the right position in a law enforcement agency is a challenge every police executive encounters on a regular basis. Police chiefs across the globe share the frustration of trying to find applicants with diverse skill sets who can meet the complex requirements to become a police officer. These skills include those that fit the duties of a tactical responder as well as those of a community organizer, mental health practitioner, and social media expert, and the ability to juggle these responsibilities while also responding to calls for service and working to reduce or prevent crime. Since hiring the perfect candidates with all of these skills has proven difficult, agencies often try to find the right people for specific positions from within their existing staff, with mixed results. While major departments may be able to choose from among their considerable numbers and then keep the right employees in specific jobs for their entire careers, the majority of police departments simply do not have that luxury. Instead, they rely on providing as much specialized training as possible to their generalist patrol officers, with the hope that enough information is retained and used wisely and effectively.

The new reality of policing is that society has changed its expectations of law enforcement from crime fighting to problem-solving. Dallas, Texas, Police Department Chief David Brown famously summarized this in a speech after the attack on his officers in July 2016. He highlighted the reality that police officers are expected to deal with a very wide array of problems, ranging from loose dogs to mental health, lackluster parenting, failing schools, and drug addiction.[1] In response, law enforcement has most often tried to keep up with increased expectations by adding specialties such as DARE officers or crisis intervention teams (CITs).[2] The profession, though, is being stretched to the point of breaking by the constant addition of new problems to solve. This need for an expanded competence set is highlighted every time an officer uses deadly force in a situation that could potentially have been prevented. While the connection between increased responsibilities and deadly encounters is not direct, one might ask whether better-prepared officers possessing more diverse skills would handle the same encounters differently. With estimates showing that one in four people killed by law enforcement officers in 2017 had a mental illness, there is a strong case to be made that the current situation is problematic for both law enforcement and those with mental health issues, as well as for the communities in which both groups reside.[3]

Fixing the current state of affairs is not subject to only one solution. While budget allocations and the redistribution of some responsibilities currently shouldered by the police will need to be scrutinized, reforming police hiring practices also has a significant role in any long-term solution. A journey of a thousand miles begins with a single step; this first step should be to change how police officers are recruited and hired.

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Background

Police officers have always been problem solvers. One of the major draws for those who enter the profession is the fact that no two days are alike, each shift brings new challenges and problems to be solved. There are plenty of scholarly articles and books that explain the police culture very eloquently, but the best example is one recognized by anyone who worked as a patrol officer: you never know what the next radio transmission may bring—that is part of the thrill of the job. It has been noted that allowing officers to function as problem solvers instead of just report takers is beneficial to the community as well as the officers.[4] Community policing researchers Dennis Rosenbaum and Deanna Wilkinson back up that idea, arguing that "individual needs are more likely to be met when the police organization gives its officer the freedom to think creatively."[5] In fact, there is a large body of research showing that the closer the connection between daily responsibilities and problem-solving, the higher the job satisfaction of police officers in many jurisdictions that were studied.[6] Knowing that there are problems out there that need to be solved is part of the drive for many officers, providing them with a certain level of purpose and satisfaction that is not matched by many careers.

While the general role of police officers as problem solvers remains constant, the ways in which problems are looked at and the sophistication of the methods employed to solve them have changed over time. Historically, efforts to combat crime relied primarily on "the actual or threatened use of officers' coercive authority."[7] In the United States, this crime control approach continued through the eras following World War II, the Vietnam War, and some 20th century conflicts in the Middle East, resulting in the seemingly perfect match of military veterans and post-military careers in law enforcement, a recruitment approach that still exists today with mixed results.[8] This natural transition from military service to civilian law enforcement was based on the skills built during conflict and the departments' need to recruit the physically imposing candidate with a warrior personality. However, society did not ask officers to deal with the issues of mental health, drug addiction, and homelessness in the guardian-officer manner of today's expectations.

As early as the mid-1970s, researchers began observing that officers' time was predominantly used in enforcement activities as opposed to community service.[9] This directly translated to recruitment efforts focused on attracting officers to the "adventure side of the job," emphasizing physical attributes and an enforcement-favoring personality.[10] The price paid for this emphasis was an entire generation of police personnel who did not necessarily have a balanced approach to policing, focusing on enforcement over community relationships.

While physical confrontations are still a facet of the job, police officers today may be tasked on any given shift to be a social worker, mediator, teacher, community group organizer, public speaker, and caretaker for those experiencing homelessness.[11] The failure of many social services programs (caused by either a lack of funding or a lack of appropriate policies) has placed the burden on law enforcement to pick up tasks that are normally associated with educators, medical practitioners, social service organizations, or members of nonprofit entities.[12]

This problem is global in nature; the situation has been observed in the United Kingdom, the Netherlands, Canada, and the United States.[13] While differences in laws and regulations related to police conduct vary from country to country (and, sometimes, community to community), each jurisdiction should seek solutions that fit their legislative environments. It appears that certain commonalities dictate that all viable solutions should share a certain factor: an analysis of how law enforcement recruits, hires, and trains employees to best match their skills with the needs of the department and the community.

The Current Dilemma: How to Adapt Recruiting to Meet 21st Century Demands

In response to the observed social changes and several publicized incidents that have proven to be transformational, former U.S. President Barack Obama formed the Task Force on 21st Century Policing to identify best practices in policing and offer recommendations "on how policing practices can promote effective crime reduction while building public trust."[14] The formation of the task force was an acknowledgement by the U.S. government that policing had changed over time and that reform is necessary to restore the community's trust. The task force produced a final report that recommends steps to remedy the situation, several of which relate directly to recruiting and hiring personnel.

As a follow-up, the Police Executive Research Forum expanded on that topic in a report detailing steps intended to balance the "warrior" and "guardian" aspects of policing.[15] The report indirectly made the point that the current system is not designed to identify and hire officers who have the ideal qualifications to properly handle the plethora of new responsibilities required of them.

In his recent research article on the topic of police culture in the 21st century, Gary Cordner debunks the myth that law enforcement, as a group, has monolithic skills and points of view.[16] According to Cordner, perspectives on the community, misconduct, community policing, and how problems should be addressed vary not just between different geographic regions, but also from rank to rank within the same department. In law enforcement, the education requirements for entry-level officers are decentralized and generally remain low. It is counterintuitive to expect an officer who was hired with only a basic high school education to quickly become well-versed in a wide range of topics that include aspects of justice, mental health, psychology, anthropology, and many other areas that each have their own bona fide college programs.

Looking through the lens of the President's Task Force on 21st Century Policing and its findings, it is clear that law enforcement is on a new, irreversible path that redefines policing as much more than enforcing the law. While the role of the officer as a warrior is not being abandoned, the role of a comprehensive problem solver appears to have taken on prominence, bringing on new responsibilities that require new skill sets. In its report, the task force clearly shows that what is considered "traditional law enforcement" is no longer enough to effectively serve a community. Furthermore, there is no overall consensus of how or how well police officers are trained in the "warrior elements" that are taught on the job. There are large discrepancies between countries, states, and jurisdictions that impose a higher training standard and those that take a more relaxed approach to training. Even if one takes only the tactical and legal requirements of training into consideration, the training shortcomings of different departments continue to make headlines.

Just over a decade ago, researcher Ellen Scrivner published a study of five geographically and socially diverse U.S. departments that tried different approaches to recruitment in attempts to solve specific problems in their jurisdictions.[17] While lessons were sought from common elements, the report illustrates the point that there is no consensus in the findings as to which approach is best—each agency had different strategies and different levels of success. The same conclusion was reached in a 2010 report from the RAND Center on Quality Policing, arguing that "[at] best, the current climate of police recruitment consists of a lack of uniformity... and a fragmented approach to understanding the crisis and planning a response to it."[18]

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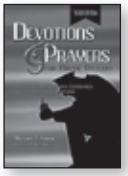

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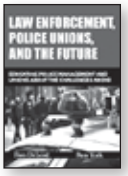

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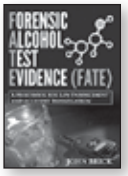

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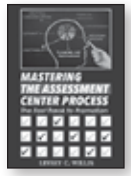

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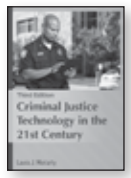

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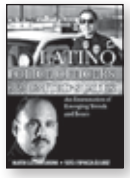

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Future Considerations

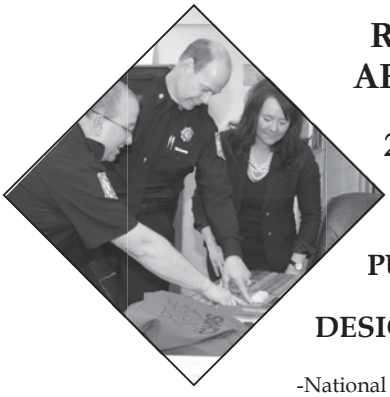
In response to the increased level of expectations and the diversity of specialties demanded of officers, many departments have added mandatory training courses to their programs, such as crisis intervention training.[19] Such additions to training programs place additional burdens on departments, with the potential to cause staffing and budget problems. If raising post-hiring training standards becomes the solution, the cost will have to be immediately absorbed by the department in terms of training expenses and hours spent away from the officers' primary responsibilities (e.g., patrol). It should be noted that this is the current approach for a number of law enforcement agencies, although it is seen in many circles as unsustainable at the current staffing and fiscal levels.

A second approach would be to shift the burden of preparing for the job, at least in part, to the applicant, in a pre-employment format. This would require a significant shift in how careers in law enforcement are perceived both from the community's perspective, and also internally in terms of expectations of career paths for police personnel. This recruitment model relies on applicants who already possess skills associated with the responsibilities of officers. Whereas the old recruiting model was dominated by applicants with criminal justice degrees, the new wave of recruits could prove more balanced, with college coursework in psychology, communications, anthropology, sociology, and political science. Similarly, the current model of recruiting from military and security circles can be expanded into a more comprehensive targeting of those who have conducted work with nonprofit organizations, community groups, and mental health clinics.

The current model of two separate sworn and civilian sides of a department does not exactly support the proposed solution. The expected promotion path through the ranks, in a paramilitary structure, requires officers to spend time in different ranks and divisions that do not necessarily best fit their skills, before achieving the next promotion. For example, an officer who has skills that would best serve the department in a tactical command capacity would be expected, in many departments, to build up his base of knowledge in investigations before he could be promoted to a command level. Conversely, someone with analytical skills may be expected to put time on the front lines before being seen as a viable candidate for an analyst position. Many of these expectations are inherent in the current department structure, but do not necessarily assist in placing the right person in the right job.

Implementation of the second approach would require changes in how the role of different positions are seen internally, and agencies would need to develop a structure that requires recruitment for specific jobs, instead of the generalist, jack-of-all-trades officer. Ideologically, this signifies a change in focus on the cerebral cop instead of the physical cop, as well as a blurring of the line between sworn and civilian personnel. In practical terms, the new proposed solution requires restructuring of not only departments, but also the profession, resulting in ranks or positions such as "police social worker" or "police community specialist." Instead of the existing binary (sworn or non-sworn) model, legal authority as well as responsibilities could be spread among several more groups, each one with different degrees of authority and special skills to match their primary mission.

From a purely financial point of view, the current model leads departments down a path of increased in-service training, which



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represents increased cost and reduced available time.[20] Each hour spent in mandatory training not only costs the department, but it reduces officers' available time, resulting in a need to hire additional personnel to maintain minimal staffing standards. Under this model, each officer receives training for every possible situation, ranging from tactical gun battles to providing medical assistance in the case of an overdose to organizing long-term solutions to neighborhood disputes. Requiring such a wide range of skills from each and every officer not only is impractical, but becomes extremely costly in terms of hours and dollars.

A new approach would require additional funding to implement such a significant change in the profession, but it also represents savings from the current path, increasing the number of specialties in policing but reducing the spectrum of mandatory training for each position, with only small overlaps between them. For example, while all proposed ranks or positions would be required to be well-versed in legal elements, tactical movements would not be in the training program recommended for a police community specialist that is responsible for traffic control and organizing special events. By shifting the culture to match the new perspective (and implementing an internal structure that supports it), it becomes possible to recruit for the specific needs of each department, matching the skills of the applicant with the needs of the department, in light of what is expected by the community it serves: social work specialists who bridge the gap between traditional police and homeless advocates, crisis intervention specialists who consult with tactical officers on best intervention scenarios, and so forth.

Conclusion

A shift of this magnitude cannot happen overnight, and it requires several complicated systems to work together. Some of the stakeholders are deeply entrenched in a system that is difficult to change; unions, human resource professionals, legislators, and state police standards commissioners would all have to engage in transparent discussions that seek the advancement of the profession. This could happen if the stakeholders could see a workable, cost-effective new recruitment model that meets the complex societal demands of today and the future. However, the proverbial thousand-mile journey of reforming police hiring practices has to start with a first step. Discussing the shortcomings of the current system and envisioning how possible future scenarios may play out is a great first step to take. ❖

Captain **Alex Neicu** is a 24-year veteran of law enforcement. He began his career in 1994 at the Tracy Police Department as a traffic intern, serving in several assignments and going through the ranks to his current position as commander of the Bureau of Investigations. He has experience in several investigative and training positions. In addition to being a recent graduate of the CA POST Command College, he has an undergraduate degree in computer science and a master's degree in public administration, both from California State University–East Bay.

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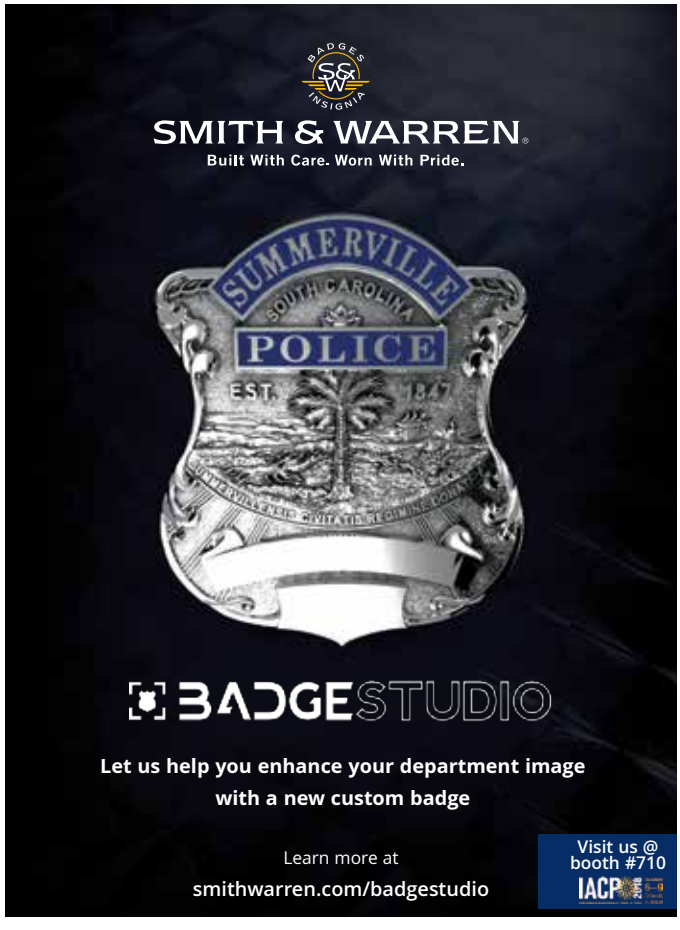

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Transforming Law Enforcement by

Changing the Face of Policing

By Catherine W. Sanz, President/Executive Director, Women in Federal Law Enforcement (WIFLE) Foundation, Inc.; Sheree L. Mixell, Vice President/Deputy Executive Director, WIFLE Foundation, Inc.; and Helen H. Yu, Assistant Professor of Public Administration, University of Hawaii at Manoa

According to the U.S. Department of Justice, women compose just 12.7 percent of all sworn law enforcement officers in the United States—15.5 percent of sworn personnel in federal law enforcement, 13.9 percent in sheriffs' offices, 11.2 percent in local police departments, and 6.5 percent in state agencies.[1] Decades of research have illustrated a long history of resistance against women in policing, and, although marginal gains have been made through lawsuits and consent decrees to remedy discriminatory hiring and employment practices, the policing community has not done enough to make law enforcement a progressive and welcoming profession that truly reflects the diverse communities they serve. In response to a number of current law enforcement challenges, Executive Order 13684 (2014) established the President's Task Force on 21st Century Policing. The task force released a final report in 2015 outlining recommendations on policing practices that can promote effective crime reduction while building public trust. Among these recommendations was a call for law enforcement agencies to develop a more diverse workforce, with a "a broad range of diversity including race, gender, language, life experience, and cultural background."[2]

As a result of this recommendation, the National Coalition of Law Enforcement Organizations—an alliance of six national professional law enforcement organizations—was formed and directed a call to action for all law enforcement organizations to "aggressively root out both conscious and unconscious bias" by reevaluating existing policies and programs to identify and remove artificial barriers in order to lead and "inspire a transformational culture change" necessary for increasing the percentage of well-qualified women and minorities at all levels of policing.[3]

Diversifying law enforcement agencies to mirror the communities they serve would not only change the face of policing, but also increase public trust by creating a space for more comprehensive perspectives and viewpoints in today's police forces. In addition, diversification will allow for greater flexibility and depth by adding people with new skill sets and life experiences to the agencies' toolkits. Although diversity and inclusion remain a top priority, few executive leaders have addressed the real benefits of a representative workforce—especially in terms of gender—to achieve optimal effectiveness in policing.

Advantages to Hiring More Women

A study published by the National Center for Women & Policing identified six advantages for law enforcement agencies that hire and retain more women: (1) female officers are proven as competent as their male counterparts; (2) female officers rely on communication and interpersonal skills to diffuse dangerous situations; (3) female officers respond more effectively to crimes of violence against women such as domestic violence and sexual assault; (4) female officers support "community-oriented policing"; (5) female officers reduce incidents of sexual discrimination and sexual harassment as their numbers increase; and (6) the presence of women in an agency can bring about beneficial changes in more family-friendly policies for all officers.[4]

As women generally tend to be better communicators and listeners and are better at forming consensus, female officers often lean toward a style of policing that relies heavily on communication skills.[5] Women also possess the kind of critical problem-solving skills that are urgently needed to break down barriers, build understanding, and create the best conditions for law enforcement to effectively address its jurisdictional responsibilities. Over the past several decades, there has been a fundamental change in law enforcement from the "warrior" to the "guardian" style of policing and from a traditional physical-policing model to a more strategic method that relies increasingly on crime prevention, technology, problem-solving, and conflict resolution. Such changes necessitate an increased reliance on analytical skills, communication skills, and

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"brainpower" in officers. Research clearly demonstrates that women in law enforcement rely on a different policing style than typically used by men—a style that uses less physical force and more problem-solving or conflict resolution skills.[6] This shift away from a physical-policing stereotype to a more strategic and cerebral approach, as cited in the *Final Report of the President's 21st Century Policing*, requires the very skill sets that research consistently shows that women bring to law enforcement.[7] In addition, female police officers rarely use excessive force, although they use the same amount of appropriate force as male officers, saving their agencies and departments a substantial amount of money in excessive force lawsuits. This research also demonstrated that women are less likely to draw or utilize their weapons, tend to look for nonphysical solutions, are more likely to de-escalate conflict, and are better at community outreach.[8]

Photo courtesy of Orlando, Florida, Police Department.

Research also indicates that the law enforcement profession overemphasizes the physicality of the profession, with agencies tending to embellish the physical attributes of the job in recruitment materials or other outreach components.[9] At the same time, the more realistic duties and responsibilities of the profession are not highlighted. A number of studies document that both police officers and community members are concerned that women are not strong or aggressive enough for police work; however, physical strength has not been shown to predict an officer's general effectiveness or ability to successfully handle dangerous situations. On the other hand, some people have suggested that other characteristics might be preferable to physical strength, such as the ability to diffuse potential violence and maintain composure in situations of conflict. In this regard, female officers not only exhibit more reasoned caution than their male counterparts, but they also increase this tendency in their male partners. Women are also better able to facilitate the cooperation and trust that are required to implement today's community-policing model. Recognizing the importance of these more contemporary and "guardian"-type skill sets in potential recruits of all genders is the first step in improving law enforcement organizations' ability to successfully accomplish their goal of protecting and safeguarding their communities.[10]

Roadmap for Increasing Gender Representation

Recruiting, hiring, retaining, and promoting more women in law enforcement should be a priority for all policing executives to move the profession toward a more inclusive workforce. As previously mentioned, the National Coalition of Law Enforcement Organizations has directed a call to action for all law enforcement organizations to lead and inspire a transformational culture change necessary for increasing the percentage of women in law enforcement. The coalition offers the following 17 recommendations for improving an organization's gender representation.[11]

1 Design and implement a targeted recruitment strategy specifically aimed at women. Partnerships and individual relationships have a direct impact on a potential recruit's knowledge and interest in an agency. According to research, effective recruitment sources for female officers include businesses owned or frequented by women, colleges and universities frequently attended by women, and female-dominated occupations. In addition, distributing recruitment materials and vacancy announcements to health clubs or sporting events with female membership are also effective targeting strategies, as well as advertising in publications, radio, television, and websites that attract a female audience. Community leadership outreach can also be an effective source of female recruitment.

2 Update position descriptions to reflect current duties and skill sets. A current and accurate position description, which clearly defines the duties and responsibilities of today's law enforcement officer, is essential to recruitment, hiring, and retention. Many position descriptions were written decades ago, yet they remain in place today. Today's recruitment materials and position descriptions are heavily focused on the physical aspects of the position and outdated job requirements that fail to outline actual duties and necessary skill sets. All position descriptions should be updated to reflect a policing mission focused on collaboration, communication, partnerships, and community service. Although the need for physical readiness cannot and should not be underestimated, the message often sent to potential recruits is that law enforcement's primary response to crime fighting is through physical force, and skills such as effective communication, conflict resolution, and de-escalation of conflict are not as valued. Position descriptions should emphasize these latter skills, as well as responsibilities such as testifying in court, interviewing, and engaging in proactive measures to reduce crime. Emphasis should also be placed on skills such as report writing, computer skills, mediation, presentation, and organizational skills, as well as the ability to establish collaborative relationships. More accurate position descriptions depicting current duties and skill sets will greatly assist in attracting more women to the profession.

3 Update all recruitment materials to emphasize a more diverse and contemporary law enforcement agency. Recruitment brochures often depict women performing aspects of the job and contain a good description of some of the skills required to be an effective officer or agent. However, recruitment language typically emphasizes physicality and state that applicants must be tough both physically and mentally and subject to rigorous training, personal risks, irregular hours, extensive travel, and random reassignment, creating an impression of hardship and deprivation that is less than appealing to many candidates. Although these are certainly aspects of the position, they do not portray the day-to-day realities or the true description of today's service-related and community-oriented police work. Recruitment materials should have

an accurate description of the position and give a positive overview of benefits that highlight family-friendly policies; training and mentoring programs; a physical fitness program that encourages a lifetime of fitness; and a realistic expectation of career advancement. Materials should accurately describe the duties and responsibilities of the position. In addition, brochures and materials should be inclusive of women and depict and emphasize policies and a culture that are reflective of the true nature of policing, to include effective communication, interviewing skills, report writing, testifying, collaboration, partnerships, and community outreach, as well as a realistic view of job-relevant physical and tactical requirements.

4 Update the agency's website to target female candidates and maximize the use of technology to promote employment opportunities. Law enforcement agencies should devote a specific section on their websites to recruit women by presenting the distinct and challenging aspects of the job; advertising family-friendly policies; and providing updated information for individuals seeking positions in the organization. Increased use of social media platforms such as Facebook, YouTube, Instagram, and Twitter are effective means of reaching out to a new generation of diverse candidates.

5 Establish a formal recruitment board to monitor and review each hiring phase to increase and sustain a focus on recruiting and hiring women. In large and moderate-sized agencies, increasing and sustaining a focus on recruiting and hiring more women may require the creation of a formal recruitment board that reports directly to the agency leader. This allows for executive-level guidance and increased accountability. The recruitment board should have the ability to schedule targeted recruitment activities and targeted examination locations, as well as having hiring authority. The board should consist of appropriate-level representatives that are responsible for devising and implementing a clearly defined comprehensive recruitment strategy with clearly identified goals. From the initial point of contact with a recruit, to the training of a new hire, and to the delivery of a trained employee, these representatives would ensure consistency and a coordinated approach in the delivery of a well-trained and highly qualified law enforcement officer. In addition, the board is responsible for providing training to educate recruiters and managers on the comprehensive and effective recruitment strategies, hiring policies and practices, and the role that each plays in the recruitment process.

6 Establish a women's advisory committee to offer expertise and advice on policy and its impact on women prior to implementation. The establishment of a women's advisory committee would allow for consultation in recruitment, retention, and promotion issues. In addition, they would be responsible for examining policies, procedures, and major agency changes to assess them for any adverse impact before implementation. This committee should comprise a diverse group of rank-and-file, management, and executive-level personnel to provide candid feedback regarding significant issues facing women in the organization. Additionally, a committee of this type can assist management in ensuring that the agency meets diversity and equal employment opportunity requirements.

The advisory committee concept has proven to be successful in a number of law enforcement agencies, including the Charlotte-Mecklenburg, North Carolina, Police Department. The department's review of the solid 6-foot wall climb—a physical requirement for recruits to graduate from the academy—determined it was eliminating women at a disproportionate rate. Although the 6-foot wall climb was claimed to be job-relevant, research conducted by their Women's Advisory Committee concluded there were no 6-foot walls in the jurisdiction, resulting in the elimination of the 6-foot wall climb.

7 Conduct an analysis of the hiring process to determine if the examination is an accurate assessment of the necessary skills for today's law enforcement. Most law enforcement agencies' hiring processes consist of an announcement, written examination or resume submission, review of education and work experience requirements, interview process, selection, background investigation, medical examination, polygraph, drug testing, and a reporting date. The value of diverse educational experiences and achievement, socialization skills, and character traits that support fairness, compassion, empathy, and cultural sensitivity are essential to today's law enforcement officers. Training can enhance some skills, but it cannot create character traits in individuals that they do not possess. A comprehensive review of the hiring process must be conducted to ensure the identification of candidates who possess the right skills for today's policing.

The entire process should also be assessed to identify any potential "artificial barriers" for recruiting and hiring women. Information from each area of the application process should also be reviewed, including total applications, total qualified, passed written examinations, declined interviews, failed drug test at the time of interview, failed medical, failed polygraph, failed suitability determination, selected, selected with a reporting date, and declined offer or withdrew. An analysis of the data can assist in the identification of non-job-relevant, artificial barriers that are unintentionally eliminating qualified candidates.

8 Ensure members of interview panels represent diverse backgrounds, including women, and are carefully screened and trained to eliminate possible bias. Interviews should be conducted in a highly structured and efficient manner to determine the applicant's knowledge, skills, and abilities as they relate to today's policing model. Interviewers should be trained on acceptable and unacceptable questions and subjects, as well as implicit bias.

9 Ensure the agency has a diverse group of background investigators, to include women, who are carefully screened and trained to eliminate possible gender bias. Agencies' background investigators are typically disproportionately men, which might adversely affect efforts to diversify the law enforcement workforce. This potential adverse effect might be attributable to the subjective personal values of the investigators or deviations from the established question-and-answer process of background investigations; however, establishing a structured format ensures consistency in the application of the suitability factors. Conducting an internal audit to determine if any hidden gender bias exists in the background investigation process is critical to ensure qualified candidates are not eliminated based on artificial prejudices. Training should be provided to all background investigators to ensure that the line of questioning is relevant to determining suitability for the position.

10 Reevaluate selection practices to ensure that the process is not inadvertently or unfairly removing women from selection. Once candidates go through the entire vetting process, they are usually placed in a variety of categories based on numeric scores; sorted in pass-fail categories such as highly recommended, recommended, or not recommended; or placed in chronological order according to completion of the interview or completion of the entire selection process. Placing women who pass all stages of the selection process at the top of the certification list (or hire for selection list) is a legally viable option (in the United States) if the intent is to diversify an organization. Recent U.S. Supreme Court decisions have accepted diversity as a "compelling governmental interest."[12]

11 Reevaluate physical fitness requirements for job relevancy. The goal of physical fitness training at any law enforcement academy should be to increase the confidence of the recruits, as well as their ability to perform their duties without injury, and should be approached as a component of a healthy lifestyle. If recruits are given a solid foundation in developing a healthy lifestyle through exercise, stress reduction, and diet, they are more likely to stay fit and be less prone to injury or disability. In addition, tactical training should include defensive tactics and the use of pepper spray, batons, and other less-lethal force alternatives with an emphasis on public safety, officer safety, and the de-escalation of violence.

There is currently no consensus regarding the physical requirements of policing, which makes it difficult to accept any police agency's claim that a particular test or component actually represents a

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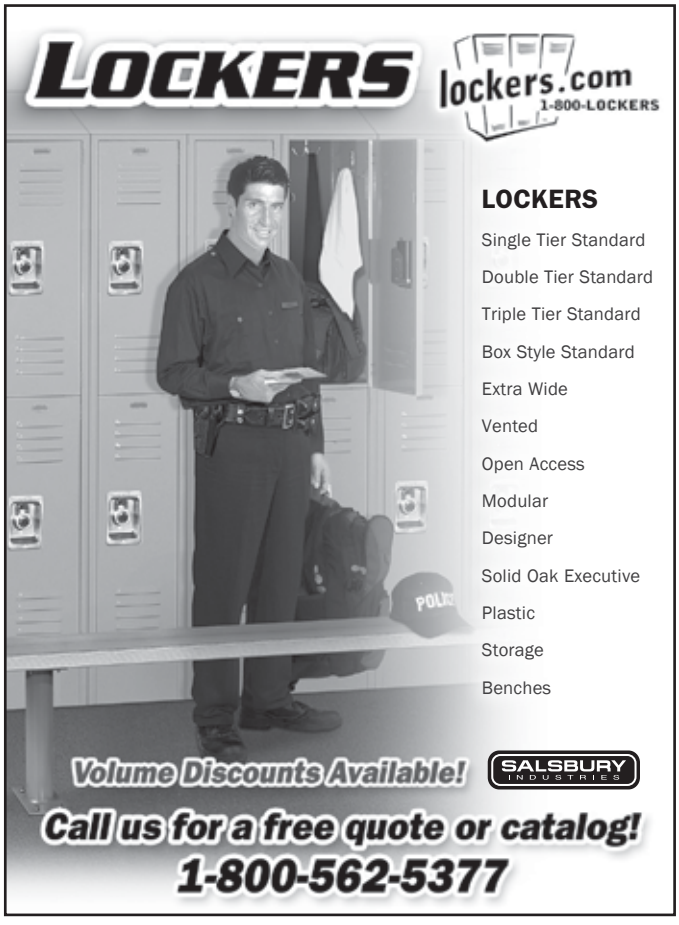
necessity of the law enforcement officer's position. Because the research unequivocally demonstrates that women can perform the job of policing as successfully as men, it is critical to eliminate the adverse impact of entry-level physical testing so that it includes all successful candidates without inadvertently excluding qualified women. One element of many physical fitness requirements is climbing a solid 6-foot wall. As previously mentioned, the Charlotte-Mecklenburg Police Department eliminated this physical requirement as it was disqualifying women at a disproportionate rate and there were actually no walls of that height in the area, eliminating the job relevancy need. In fact, many major metropolitan cities throughout the United States have similar requirements that might not have relevancy to the job. Physical requirements should play a defined role in a recruits' basic training, resulting in enhanced physical fitness and advanced tactical training focused on mental preparedness. All agencies should conduct a thorough assessment of current academy standards to establish clear job relevancy to all tested areas. Any fitness requirement that does not directly link to job performance has no place in the process and solely remains as a discriminatory measure to eliminate candidates. In addition, physical fitness requirements tested at the academy to qualify for the position are no longer tested or enforced at many agencies after individuals leave the academy, opening questions to the necessity of such requirements to begin with.

12 **Reevaluate firearms qualification process.** Many law enforcement recruits have never held or fired a gun before entering the academy. This lack of familiarity may create a sense of insecurity and uncertainty when learning how to handle a firearm, creating a steep learning curve and establishing an expectation of failure on both the part of the instructor and the recruit. Exacerbating this problem is the fact that firearm training is done almost exclusively in a group, with little individualized training until failure is imminent. Research conducted by WIFLE identified firearms qualification as the most challenging aspect of a female recruits' training, and 25 percent of female recruits reported receiving extra scrutiny and negative attention during their firearms training.[13] Because firearms proficiency is a learned skill, firearms instructors should be equipped to train recruits who have no prior experience with firearms, as well as retrain those who received improper training. Each recruit, regardless of prior experience, should receive individual instruction to prevent stigmatizing those who lack prior experience and to enable people with various experience levels to gain the experience they need to succeed. In addition, the increased use of proven alternative methods such as FATS, Beam Hit, and other simulation platforms should be used early in training, and training opportunities should be made available to students who need additional practice.

13 **Conduct extensive testing with a cross-sectional representation of officers and agents before selecting and issuing a new duty weapon.** Law enforcement agencies often conduct extensive testing before selecting duty-carry weapons and periodically reassess their issued firearms; however, many fail to employ a cross-sectional control group for such tests. Weapon selection and caliber determination is also problematic for women and men with smaller hands. A factor contributing to the rate of failure for women in weapons qualification may be the choice of weapons. The size, weight, and grip of the firearm can present additional problems for individuals with smaller hands, adversely affecting many female recruits. Because many service pistols are of substantial size, an increase in caliber most often results in an elevated level of recoil, resulting in difficulties for trainees to qualify with their issued firearm, leading to termination from the hiring process and the academy. When considering and selecting appropriately sized weapons, agencies should also consider maintaining a supply of alternative grips to accommodate smaller hands and short triggers



to reduce distance from the back of the grip to the front of the trigger. Both modifications are relatively inexpensive and can easily be installed by an armorer.

14 Conduct extensive testing with a cross-sectional representation of officers or agents before selecting and issuing new equipment. Protective equipment is essential for every law enforcement officer, and all officers have a fundamental right to properly fitted and fully functional protective equipment. Of particular concern is the issuance of ill-fitting bullet-resistant vests. Due to budgetary concerns, some agencies issue men's bullet-resistant vests to women. Not only does an improperly fitting vest provide inadequate coverage and protection, it sends a message that female officers' lives are not as important or valued as much as those of their male counterparts. Failure to purchase appropriate protective equipment demonstrates a culture of insensitivity and leaves an agency vulnerable to lawsuits.

15 Develop and implement family-supportive policies designed to carry individuals through life changes and transitions throughout the course of their careers. Family-friendly policies need to support employees throughout their career, which typically spans 20–30 years. In that time, employees can experience many life-changing experiences, including marriage, pregnancy, adoption, serious illness, divorce, and bereavement, as well as new challenges that accompany such changes, such as a need for childcare or eldercare. Law enforcement agencies should develop policies that implement the use of flexible workdays, job sharing, part-time employment, reduced hours, unpaid leave, adequate or additional paid leave, deferred retirement, on-site daycare, and flexible career arcs, as feasible. In addition, many agencies do not have a pregnancy policy for female officers. Such policies should include alternative methods of firearms qualifications for pregnant officers, as well as duties and assignments that allow them to maintain their full pay and benefits with no loss of promotional opportunities. The lack of family-friendly policies adversely affects law enforcement's ability to recruit, retain, and promote highly qualified officers and agents of both genders.

16 Establish a formal mentoring program for all, but specifically designed for women, from recruitment through the hiring process and pre- and post-academy. Because law enforcement is still a nontraditional career choice for women, it is particularly important to create a mentoring program for applicants and new hires. The selection of mentors is critical and should be based on superior leadership and service, a passion for mentoring, and an unbiased attitude about women in policing. The program should contain a regular meeting schedule, administrative involvement, oversight, an evaluation system, and pre- and post-academy mentoring. Consideration should also be given for increasing the visibility of high-ranking women within the agency.

17 Ensure promotion boards receive training in unconscious gender bias, as well as other types of implicit bias; are diverse in gender and race; and include representation from outside the agency. Research shows that gender bias is deeply entrenched in law enforcement. For example, assignments to specialty units are highly sought-after positions in law enforcement; however, women are typically assigned to positions working with juveniles, child abuse, domestic violence, and community-oriented policing (with little room for advancement), while their male counterparts are more often assigned to narcotics, SWAT, and gang units, which often result in increased opportunities for promotion. In addition, due to the already low numbers of women in the military and policing, the use of prior military experience as an element of promotion or seniority places women at a disadvantage. These established procedures have a direct impact on fair and impartial promotions and impact everything from recruitment

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to training, retention, and promotion. Promotion boards should be made of a diverse group and receive training on unconscious gender bias, as well as implicit bias.

Conclusion

Recruiting, hiring, retaining, and promoting more women would not only change the face of policing, but it would also transform the ability of law enforcement agencies to rebuild trust within the communities they serve. Nothing is more important to the future of law enforcement than the successful recruitment, retention, and promotion of highly qualified women and underrepresented minorities. The long overdue challenge of hiring more women and members of underrepresented groups is not insurmountable and should be tackled with fervor. Then, and only then, will culture change in policing emerge. ❖

Notes:

[1]Brian A. Reaves, *Federal Law Enforcement Officers, 2008* (U.S. Department of Justice (DOJ) Bureau of Justice Statistics (BJS), June 2012); Brian A. Reaves, *Local Police Departments, 2013: Personnel, Policies, and Practices* (DOJ BJS, May 2015); Andrea M. Burch, *Sheriffs' Office Personnel, 1993–2013* (DOJ BJS, June 2016); Lynn Langton, *Women in Law Enforcement, 1987–2008* (DOJ BJS, June 2010).

[2]President's Task Force on 21st Century Policing, *Final Report of the President's Task Force on 21st Century Policing* (Washington, DC: Office of Community Oriented Policing Services, 2015), 16.

[3]WIFLE, HAPCOA, NAPOA, NAWLEE, NLPOA, and NOBLE, *Transforming Law Enforcement by Changing the Face of Policing: 21st Century Policing: Guide to Recruiting, Hiring, Retaining and Promoting Women and Minorities* (Arlington, VA: National Coalition of Law Enforcement Organizations, 2016), 9.

[4]National Center for Women & Policing, *Hiring and Retaining More Women: The Advantages to Law Enforcement Agencies* (Los Angeles, CA: Feminist Majority Foundation, 2003).

[5]Kenji Kansaku, Akira Yamaura, and Shigeru Kitazawa, "Sex Differences in Lateralization Revealed in the Posterior Language Areas," *Cerebral Cortex* 10, no. 9 (September 2000): 866–872.

[6]National Center for Women & Policing, *Hiring and Retaining More Women*.

[7]President's Task Force on 21st Century Policing, *Final Report of the President's Task Force on 21st Century Policing*.

[8]National Center for Women & Policing, *Hiring and Retaining More Women*.

[9]National Center for Women & Policing, *Hiring and Retaining More Women*.

[10]National Center for Women & Policing, *Hiring and Retaining More Women*.

[11]WIFLE et al., *Transforming Law Enforcement by Changing the Face of Policing*.

[12]*Grutter v. Bollinger*, 539 U.S. 306, 323 (2003); See also *Fisher v. University of Texas*, 579 U.S. ____ (2016).

[13]Susan E. Coleman and Sandra Spagnoli, *Gender Issues in Policing from the Law and Order Perspectives* (Sacramento, CA: League of California Cities, 2018), 10.

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One Agency's Experience with Innovative Recruitment

By Katie Allen, Lieutenant, Winston-Salem, North Carolina, Police Department

For a number of years, the Winston-Salem Police Department, a North Carolina law enforcement agency of 560 sworn officers, easily filled its police academy with 30–40 recruits from diverse backgrounds. Recruiters spent time going through thousands of applications to select the best and brightest from a large pool of talent. The department was able to run academies at least once a year, sometimes even twice a year. Then, in 2014, Winston-Salem found itself facing the same troubles as other police agencies worldwide. Increased media scrutiny of police tactics, controversial officer-involved shootings, and the tragic line-of-duty deaths of officers in Dallas, Texas; Baton Rouge, Louisiana; and other places caused Winston-Salem's once rich and flourishing applicant pool to diminish significantly.

Recruiters knew things had to change. Traditional methods of recruiting police officers were no longer successful. Gone were the days of seeing results after showing up at a job fair, putting up a billboard, or airing a commercial on a local radio or television station. Armed with creativity, the Winston-Salem Police Department developed new strategies to reach potential candidates by offering various incentives and using unconventional techniques to market itself.

Unconventional, Innovative Recruitment Strategies

Scholarship Programs

The Winston-Salem Police Department created two scholarship programs, including one specifically designed to attract minority applicants. The Bonner-Redd-Surratt-Davis Scholarship Program offers scholarships to students attending a historically black college or university (HBCU). Named after four former Winston-Salem police chiefs and officers who were committed to promoting diversity within the department, the scholarship is open to students majoring in any field of study. Applicants must pass an initial background screening and eligibility testing and maintain a 3.0 GPA while earning their degrees. In turn, the police department pays for their tuition, books, and fees. The scholarship recipients will have jobs waiting for them upon graduation and will be enrolled in the next police academy when it begins. The program is open to college sophomores, juniors, and seniors. Currently, the department has three sworn police officers at the agency who earned the scholarship and graduated from both college and the police academy. Winston-Salem Police Corporal Randall White, a graduate of Winston-Salem State University, said, "It was good to know that I didn't have to come up with money for tuition and books and wasn't going to have a lot of student loans."[1]

Corporal Randall White, a former scholarship recipient, is featured in an advertisement for the Winston-Salem Police Department's HBCU scholarship program.

A second scholarship program was created when Winston-Salem recruiters recognized that a significant number of the police department's applicants and interns attended Appalachian State University, located in Boone, North Carolina. Appalachian State University, a short hour and a half drive from Winston-Salem, has a very successful criminal justice department. The general requirements for this second scholarship program are the same as the HBCU Scholarship Program, with the only exception being that it is only open to students majoring in criminal

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Above: *Police cadet Josh Huntley works in the Winston-Salem Police Department's Evidence Management Section.* ***Right:*** *Winston-Salem Police Department recruiters talk to students on the campus of Suffolk Community College in New York.*

justice. The scholarship program through Appalachian State University was started in 2016, and there are already five scholarship recipients, two of whom will be attending the department's next police academy.

Sergeant Verron Chue of the Winston-Salem Recruiting Unit, praised the role of these scholarships in drawing qualified recruits to the agency:

> *Our scholarship programs are very beneficial. Professors allow us to come to their classes on multiple occasions and speak to students who have an interest in this field. You have your target audience, people interested in criminal justice. You have young people eager for opportunity, and you have money to give them for joining the agency. College students are serious about their futures and, in our experience, have been exceptional candidates with well-rounded backgrounds.*[2]

The Winston-Salem Police Department learned quickly that targeting college students is extremely beneficial and cost effective. After spending hundreds of dollars attending job fairs hosted by various organizations, Winston-Salem police recruiters began reaching out to individual college and community college criminal justice professors and asked about speaking to their classes. College instructors welcomed the idea of having actual police officers come in to talk about their work experiences and to answer questions. Officers created classroom sessions as educational presentations and found they often transitioned into recruitment opportunities. Perhaps the best part is that Winston-Salem recruiters did this at no cost to the agency, while also contributing value to their local universities.

High School Outreach

In addition to colleges, officers also believed high school was an untapped resource for police recruiting. Since students are too young at graduation to apply to be an officer at the agency (minimum age is 21), recruiters found many high school students never considered becoming a police officer and even those who might would find other careers by the time they were old enough to join the agency. The Winston-Salem Police Department began its Cadet Program in late 2016 as a way to reach young applicants and develop them until they were old enough to attend the police academy. The Cadet Program provides recent high school graduates with a 40-hour per week job, including all benefits. Twenty hours of the workweek are spent earning an associate's degree in criminal justice at Forsyth Technical Community College, and the other twenty hours are spent working in a non-enforcement role at the police department. The agency pays for the cadet's tuition, books, and fees, and the cadet must maintain a 3.0 GPA. Applicants must pass a background check and initial eligibility testing, and they have a three-year service commitment to the agency as a sworn law enforcement officer.

The program has shown great success, especially in attracting minority candidates. The Winston-Salem Police Department currently has three cadets of diverse backgrounds enrolled in the program. Police Cadet Ezequiel Rojas-Alonso was hired in July 2017. When he isn't attending his classes, he works in the department's Criminal Investigation Division.

> *I always wanted to be a police officer. I knew I couldn't go through the police academy until I was 21, so my plan was to attend college and join when I was old enough. Recruiters came to my high school, and I learned about the Cadet Program and knew that it sounded like a great opportunity.*[3]

Cadet Rojas-Alonso feels the Cadet Program is a great way to learn about different jobs within the department, specifically recalling opportunities to witness an autopsy and assist with Spanish translations on several cases, which motivated him to keep working toward his degree and eventual career as an officer.

Looking at Location

Education wasn't the only factor the Winston-Salem Police Department felt it should capitalize on when changing up its recruiting methods. Location also became a focus. Traditionally, the Winston-Salem Police Department recruited only in North Carolina. Previously, recruiters had plenty of potential candidates in the state, many of

whom were located in Winston-Salem or in the counties directly surrounding it. When the narrative surrounding policing changed a few years ago, so did the number of interested applicants in the area surrounding Winston-Salem. Recognizing that there was a significant number of officers at the agency from New York, recruiters got the idea that a trip up north might be beneficial. Recruiters began researching how police recruiting was done in New York State and found that there was a large number of interested people taking the civil service exam to enter law enforcement, but actually getting hired was difficult because it is so competitive.

The Winston-Salem recruiters took aim at Suffolk and Nassau County Community Colleges in Long Island. After reaching out to those colleges, a weeklong trip was scheduled to speak with students and to set up a recruiting booth at each location. In addition to reaching out to students, recruiters found the results to the most recent civil service exam online and sent mailers to over 1,500 test-takers advertising the dates and testing locations they would be using in Long Island. A strategic marketing campaign was created featuring the lower cost of living in the southeastern United States, the warmer temperatures, and opportunities for specialized assignments and training in Winston-Salem. Using input from a focus group of current Winston-Salem Police Officers from New York, a separate website was created (wspdrecruiting.org) specifically to provide information to potential applicants in New York. Recruiters also marketed the facts that testing for the Winston-Salem Police Department was free and would be done on-site in New York.

It was a gamble that paid off. Recruiters tested nearly 300 potential applicants during the New York trip and over one-third of the next Winston-Salem police academy class was made up of applicants from New York. Winston-Salem recruiters continue to make annual trips to Suffolk and Nassau Counties, now sending up to four officers on each weeklong trip. Officer Jason Rivera, a New York native, has been on all three recruiting trips to his home state.

> *I haven't regretted moving to Winston-Salem for a second. This agency has delivered all it advertised and more, and I am happy to help encourage others to take a chance and move to this great city.*[4]

Incentives

Cash incentives are a great motivator, not only for applicants, but also for current employees of the Winston-Salem Police Department. Recruiters have always known that employees are one of the best sources for new applicants, so the department felt it was important to reward those who actively recruited potential officers. A $1,000 recruiting incentive was created to encourage employees to bring in qualified applicants. Under this program, an employee can complete a form and assist in signing an interested party up for testing to be hired. If the applicant successfully makes it through the application process and is hired, the employee will be given a $500 check after the recruit completes the first week of the police academy and another $500 check when the recruit successfully graduates. Recruiters even created a special tear-away brochure for officers to carry in their patrol cars. The officer can collect the interested person's name and contact information on the tear-off section and leave the brochure with the applicant.

This incentive program has been wildly successful for the Winston-Salem Police Department. The current academy of 33 has 11 members who were recruited by departmental employees. Hundreds of potential applicants have been submitted by officers for consideration since the program started. Information Systems Analyst Richard Necessary is a non-sworn employee that participated in the recruiting incentive program. Mr. Necessary said of the incentive program,

> *When you are outside of work and you hear someone show the slightest interest in policing, you immediately start recruiting. No one knows the department better than the employees, and now you have an even greater benefit to encourage them to apply.*[5]

The Winston-Salem Police Department also created new incentives for applicants. Each new police hire is given a $1,000 signing bonus upon successful graduation from the police academy. In addition, the department has always offered educational incentives for college degrees. Applicants with an associate's degree receive a 5 percent increase in pay, and applicants with a bachelor's degree receive a 10 percent pay increase. Another new pay incentive is for military veterans or current members of the National Guard. The Winston-Salem Police Department offers a 5 percent pay increase for those who served in the military for a period of one year or more and were honorably discharged. With military bases Fort Bragg and Camp Lejeune within a few hours' drive of Winston-Salem, this seemed to be a great benefit the department could offer to those who have served their country.

Effective Marketing

The way Winston-Salem markets police department positions has also changed significantly. Traditional newspaper readers are dwindling because of the ease of finding news online. Radio and television advertising is not as cost efficient because more and more people are choosing Internet radio or streaming services. Winston-Salem recruiters began to look more at digital advertising through social media and found this to be the most successful way to produce big results at a fair price. Recruiters created various advertisements featuring officers of different demographics and used targeted digital campaigns to reach specific age ranges, demographics, and zip codes on platforms such as Facebook, Instagram, and Pandora Internet Radio. The results were exceptional. The agency saw an increase in testing sign-ups, clicks to their website, and emails and phone calls to its recruiting staff.

Innovative Recruitment Strategies: Recommendations

- Tap into local high schools for potential candidates. High school students may not realize law enforcement is a field they have an interest in. Stay in contact with these students once they show an interest.
- Always follow up with applicants if they stop communicating with you. Many applicants don't get emails due to spam filters. Let them know how interested you are by making the effort to reconnect.
- Ensure that the diversity of your department is represented when sending recruiters to job fairs or speaking engagements at colleges and universities.
- Recognize the importance of social media when considering how to advertise your department to young people.
- Look for creative ways to incentivize your employees for bringing in new hires (bonuses, vacation time, etc.).
- Understand that having the highest pay is not the only motivation for young people. They want to know there is a chance for advancement, selection to specialized units, and a good schedule. Advertise those features.
- Reach out to young professional groups, college classes, and other groups of potential recruits and ask to come talk about careers in law enforcement. Many will provide this opportunity free of charge.

Advertisements were posted on social media featuring and targeting potential female applicants.

Winston-Salem Police Chief Catrina Thompson, a former recruiter, recognizes the difficulties in today's recruiting environment.

One of the largest recruiting challenges for the Winston-Salem Police Department is the recruitment of women. Numbers of female applicants have continually dwindled, and, even with digital advertising and other incentives being offered, the department continues to struggle in this area. A new and untested technique was recently attempted in Winston-Salem. Recruiters hosted a Women in Criminal Justice Career Information Fair in April 2018. The event was designed to encourage women to seek one of the many opportunities available to them in the criminal justice field. The Winston-Salem Police Department's event featured a variety of women who spoke about their roles in criminal justice, such roles as a medical examiner, assistant district attorney, forensics technician, bomb technician, probation officer, and chief of police. There were approximately 35–40 participants of all age ranges. Corporal Shena Nelson said,

> *We had girls as young as 13 to women as old as 60 attending the event to listen to strong women in leadership roles talk about their jobs in criminal justice. Our hope is that we sparked interest in their minds so that they consider a career with our agency or in the criminal justice field.*[6]

The Winston-Salem Police Department also created an advertising campaign specific to women. Photos were created featuring female officers at the department who work in a variety of different assignments. The idea was to show that women have broken through the figurative glass ceiling in law enforcement and have endless possibilities and opportunities within the department. The advertisement was featured on social media, and posters were distributed to local colleges and universities.

Winston-Salem Chief Catrina Thompson, a former recruiter, knows how hard the recruiting unit at her agency works.

> *Outside the box thinking is what our recruiting unit is known for. You have to be creative and proactive in today's police recruiting environment. Agencies are competing over the same applicants, and you have to find a way to make your department stand out above the rest.*[7]

Chief Thompson also values the effort being placed on recruiting strategies for underrepresented groups. She is committed to seeing a diverse Winston-Salem police force.

> *We will continue to invest money and time into searching for the most qualified and capable police applicants. Diversity is important to all departments. It is important for public trust, for community partnerships, and to help us do our job successfully. I am proud of the hard work my staff has done to ensure we are finding well-rounded police applicants.*[8]

Winston-Salem Police Department has been an example to other agencies in North Carolina. Many departments have emulated programs started by the recruiting unit in Winston-Salem. For more information on the programs mentioned in this article, please contact the Winston-Salem Police Department Recruiting Unit at 336-773-7925. ❖

Lieutenant **Katie Allen** is an 18-year veteran with the Winston-Salem Police Department and currently works in the Support Services Bureau. In her current role, she oversees the Recruiting Unit and the Training Division.

Notes:

[1]Randall White (corporal, Winston-Salem Police Department), interview, February 22, 2018.

[2]Verron Chue (sergeant, Winston-Salem Police Department), personal conversation, March 5, 2018.

[3]Ezequiel Rojas-Alonso (police cadet, Winston-Salem Police Department), personal conversation, March 5, 2018.

[4]Jason Rivera (officer, Winston-Salem Police Department), personal conversation, March 8, 2018.

[5]Richard Necessary (information systems analyst, Winston-Salem Police Department), personal conversation, March 5, 2018.

[6]Shena Nelson (corporal, Winston-Salem Police Department), personal conversation, April 23, 2018.

[7]Catrina Thompson (chief, Winston-Salem Police Department), interview, April 24, 2018.

[8]Thompson, interview.

The IACP offers numerous recruitment, selection, and hiring resources for law enforcement agencies, from our full-featured job board at Discover Policing to a Law Enforcement Recruitment Toolkit to a Best Practices Guide. Access these and more at **www.theIACP.org/recruitment**.

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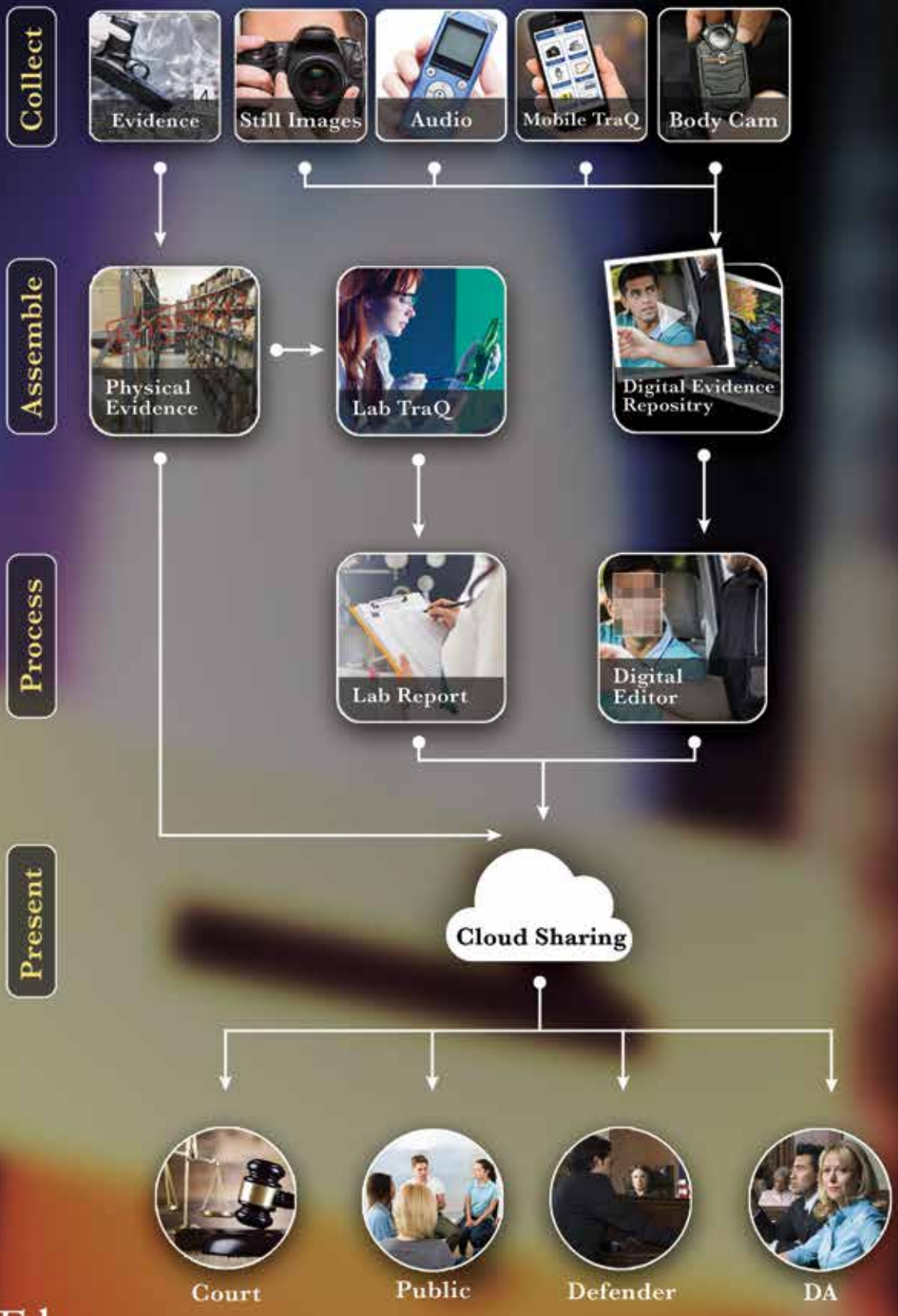

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THE NOBLE MENTORING POTENTIAL CEOS PROGRAM:

A Process to Develop Chiefs of Police

By Patrick Oliver, PhD, Director, Criminal Justice Program, Cedarville University, Ohio

The National Organization of Black Law Enforcement Executives (NOBLE) established a mentoring program for aspiring chief executive officers (CEOs) in July 2006 called the Mentoring Potential Chief Executive Officers (CEOs) Program. The concept is a mentoring model that will prepare law enforcement executives for leadership positions and improve their chances of effectively leading a law enforcement agency. Furthermore, the program's primary goal is to help minority law enforcement aspiring executives overcome professional development and career progression challenges.

The mission of the NOBLE Mentoring Potential CEOs Program is to prepare and inspire law enforcement executives by using professional development activities to expand their vision, build their confidence, and increase their knowledge and skills. Therefore, the program has three major components:

1. The first component is classroom instruction on the knowledge, skills, abilities, behaviors, and traits required for an effective law enforcement chief executive officer or police chief. These classes are primarily taught by experienced police chiefs and Cedarville University professors who bring expertise in related competency areas.
2. The second component is the assignment of a mentor to the protégé. Mentors are experienced police executives with at least three years of service as a law enforcement CEO or chief. The mentor provides coaching and instruction concerning effective personal attributes and competencies in the key roles and responsibilities of a police chief.
3. The third component is a written plan, developed by the protégé, that outlines the progression of career development steps from a current job assignment to employment as a CEO. The assigned mentor helps each protégé create an effective career development plan. This plan is a guide to achieving job goals and strategies that will lead to career success. It also includes a plan for the first 30, 60, and 90 days and for the first year on the job as a CEO.

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In addition, the program focuses on areas such as team building, strategic planning, human resource management, developing organizational statements, policy and procedure development, and other critical success job factors. Protégés are also encouraged to develop a plan of succession before beginning a job.

Benefits of Mentoring

The overall goal of mentoring is to efficiently and effectively develop the knowledge, talents, and skills of a less experienced person through a formal relationship of individualized attention from a more experienced and knowledgeable person in a given area of expertise. For the NOBLE law enforcement mentoring program, mentoring is a dynamic reciprocal relationship between a law enforcement CEO (mentor) and a law enforcement officer who is currently a captain or higher rank (protégé). However, a mentoring relationship can be beneficial in any management or entry-level law enforcement position. The mentor in this formal relationship can provide immediate access to valuable insights that can help the protégé to avoid pitfalls and accelerate professional growth. A mentor and protégé relationship is based on the master-apprentice method, perhaps the oldest and, arguably, best training method in the world. A mentor relationship uses individualized attention to transfer information, feedback, and encouragement to the protégé.[1]

A number of organizations have employed mentorship and executive coaching programs for years, and, if implemented effectively, these programs can yield positive outcomes. Leadership skills, professional development, knowledge sharing, psychological support, and professional recommendations are some of the key potential benefits of successful mentoring and coaching. Furthermore, mentoring is beneficial to both the mentor and the protégé.[2] It advances opportunities for networking and relationship building. Political science professor Felix Jollevet, who conducted a study on African American police executive careers, argues that "of the social capital variables, the only variable significantly related to achievement of a police command position, is the strength of mentoring." The evidence indicates that a strong mentorship relationship can help protégés to excel.[3]

Executive Coaching and Mentoring

Employers often use mentorship and coaching for similar purposes. While seemingly synonymous, there are distinct differences between the two. Mentoring expert Margo Murray defines mentoring as "a deliberate pairing of a more skilled or more experienced person with a less skilled or less experienced one, with the mutually agreed goal of having the less skilled person grow and develop specific competencies."[4] Executive coaching is similar to mentoring; however, its purpose is more specific. According to the International Coaching Federation (ICF), "Executive coaching is a facilitative one-to-one mutually designed relationship between a professional coach and a key contributor who has a powerful position in the organization."[5] Therefore, coaching and mentorship are not mutually exclusive. A coach can be a mentor and a mentor can be a coach. However, mentorship is designed to evolve into a personal bond, whereas coaching is a professional relationship.[6] The differences are noteworthy.

Mentoring is the sharing of knowledge. Effective mentoring enhances the career development of both the mentor and protégé. When individuals in the workforce are faced with complex problems, mentors can suggest ways to manage or overcome these challenges. Moreover, mentors can provide insight and clarity by sharing personal experiences or providing a second opinion. Mentoring is teaching. Since teaching and learning work in tandem, mentors will benefit from the study of organizational challenges that they offer guidance on. The wide range of complex issues—often with nonspecific solutions—faced by executives can lead to intense, work-related stress, which is why corporations often employ executive coaching for people in administrative positions. Mentors can provide support, and protégés can gain confidence, workplace versatility, and reasoning and problem-solving skills.[7] Organizations also benefit from mentorship. A report by the New York State Mentoring Workgroup states,

> *Formal mentorship programs can potentially achieve results in the following areas: succession planning, retention of valuable employees, improving representation of women and minorities in management positions enhancing morale and productivity.*[8]

Mentorship Considerations

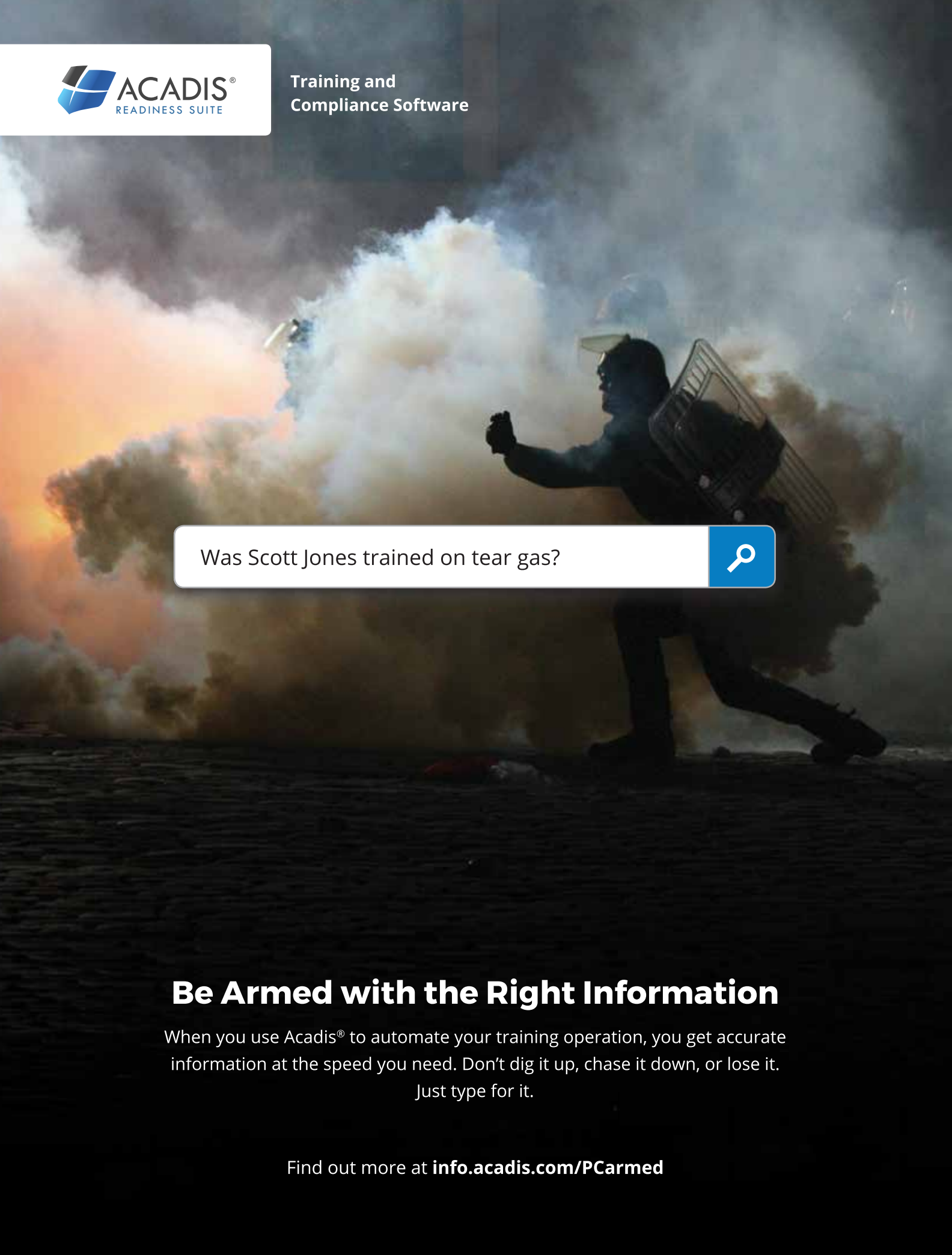
Law enforcement agencies that are considering a management mentoring program should first identify the program's goals and specific measurable and achievable outcomes. Mentoring and coaching are effective only if properly employed, and mentorship programs must include certain elements to be successful. First, financial support is extremely important.[9] Mentoring programs can be costly, and the return on investment is not easily measured.[10] Second, mentoring frameworks and programs should be flexible. There is no one-size-fits-all method of successful coaching.[11] This is especially true of mentorship pairing relationships. Not all people work well together, so organizations must offer a variety of options for protégés. Since each person has a different skill set, it is important to find compatible pairing relationships. In addition, programs should provide feedback and evaluations and ensure that the needs of its participants are being met. The success of a mentoring program relies heavily on an effective mentor-protégé relationship. Protégés also need organizational support and a workplace culture of continuous improvement to flourish. If organizations expect positive results, they must allow employees to invest time in mentorship.[12]

Minority Mentoring

There is an abundance of literature that shows mentoring and coaching can play a crucial role in the career advancement of minorities and women.[13] Minorities face an uphill battle when they begin their careers. A study performed by business professor David Thomas on the career progression of minorities asserts that whites and minorities follow distinct patterns of advancement. Promising white professionals tend to enter a fast track early in their careers, whereas high-potential minorities advance much later. Even in the most diverse workplaces,

ELEMENTS OF SUCCESSFUL MENTORSHIP PROGRAMS

- Clearly defined goals and measurable outcomes
- Financial support
- Flexible framework
- Compatible pairing relationships
- Feedback and evaluations
- Organizational support



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minorities are stuck in middle management for years, while white counterparts are fast-tracked to executive positions. Furthermore, some businesses blatantly relegate minorities to careers without promotion ladders.[14] This all-too common scenario is a result of a multitude of reasons including prejudice (both institutional and individual), job discrimination, and an alienating workplace culture. Institutional prejudice often involves stereotyping minorities as ineffective at certain tasks. For example, an employer might refuse to assign an African American police officer to patrol a predominantly white community because of the employer's perceptions and stereotypes that a black officer would not interact well with a white community.[15] Job discrimination occurs when a qualified candidate is not chosen for a position because of an employer's implicit bias or alternative motive against the candidate based on race, sex, sexual orientation, religion, or even age. According to social science research, people prefer to work with people like themselves.[16] This creates a perverse incentive for employers to discriminate against minorities. Employers likely want employees to be comfortable in their work environment. Therefore, they can avoid hiring minorities. The knowledge of these existing stereotypes adds increased pressure on minorities. As a result, many minority employees are overly cautious and tentative in decision making because they fear provoking their superiors. Therefore, it is critical to hire a diverse group of employees and to promote a culture that will raise awareness of discrimination and the pressures placed on minority employees.

Navigating racial challenges and tensions is a daunting task, especially for younger professionals seeking advancement in a corporate environment. However, mentorship can be a valuable tool for these professionals. In his research on diversity in U.S. corporations, David Thomas states, "I've also found that the people of color who advance the furthest all share one characteristic—a strong network of mentors and corporate sponsors who nurture their professional development." This indicates that mentorship is important in the early stages of the careers of minorities because it develops job suitability, confidence, psychological development, and a sense of trustworthiness within an organization.[17] Minorities need more than coaches and more than strictly professional relationships. Instead, they need mentors who act as coaches and personal councilors, and who foster a real bond in the mentor-protégé relationship and push, inspire, and support.

Therefore, the importance of minority mentoring cannot be overstated. Research indicates that minorities do not receive equal organizational support as their white counterparts in the workplace.[18] Ensuring a strong mentor-protégé relationship for minorities can be the difference between career progress and stagnation.[19] In the realm of law enforcement, an effective mentor increases the odds for a minority to advance to a command position by 35 percent.[20] However, there are extra considerations that must be taken into account when mentoring minorities. The literature shows that cross-race mentoring can be potentially ineffective. People of different races may fear offending the other individual, and, thus, they are not always honest.[21] Honesty is a key component of a successful mentoring relationship.[22] In addition to the fear of offending the minority protégés, white mentors are often hesitant to mentor minority protégés as it is more difficult to find similar career opportunities as the protégé's white counterparts.[23] This emphasizes the importance of promoting a workplace culture of diversity and offering various mentoring options for young executives.

Strong mentoring tends to lead to success in professional law enforcement, and effective mentorship of young minority law enforcement executives can be the difference between career advancement and career stagnation. However, building a strong mentorship program can be challenging—and creating a successful mentorship program

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ROLES, RESPONSIBILITIES, AND DUTIES OF A CHIEF EXECUTIVE OFFICER

NOBLE protégés are taught the key functions of a law enforcement CEO or police chief job. The executive's job is to maintain social order and keep peace in the community. Another key job function is to prevent, reduce, and solve crime in the community. The chief provides police leadership in the community and administers and manages the law enforcement agency's organizing policies, procedures, and programs in order to enhance the quality of life in the community. The assigned mentors ensure that their protégés learn how to perform the following functions of the police chief job:

- Manage the personnel.
- Manage the budget process.
- Establish the organizational philosophy by developing organizational statements.
- Manage the facility and equipment.
- Enforce the local and state laws.
- Manage the records systems.
- Perform public relations activities.
- Establish and maintain relationships with external agencies.
- Manage critical incidents.
- Develop and maintain media relations.
- Maintain personal and professional competence and awareness.

that is tailored for minorities is even more difficult. Fear of racial tensions and institutional barriers hinder the success of mentoring programs for the advancement of minorities. Nevertheless, a law enforcement mentoring program should be created to overcome these barriers and increase management diversity in organizations.

Developing Minority Law Enforcement Executives

The NOBLE Mentoring Potential CEOs Program is designed to help protégés overcome key obstacles that are inherent in law enforcement agencies. The partnership between NOBLE and Cedarville University aims to provide aspiring law enforcement CEOs with mentorship and professional development opportunities that will lead protégés on a pathway to success. The program director, Dr. Patrick Oliver—a criminal justice professor and retired police chief—conceived the idea for the NOBLE program.

The NOBLE mentoring program adopts a principled-centered leadership approach to teaching and mentoring. The principles of ethical, servant, and transformational leadership are built on the premise of making morally sound changes that will benefit the organization as a whole.[24] These leadership types promote building integrity by ensuring the right things are done, for the right reasons, and in the right way. A book by leadership experts James Kouzes and Barry Posner, *Credibility: How Leaders Gain and Lose It, Why People Demand It*, indicates that, of all the attributes that a leader has, credibility is unquestionably of the greatest importance.[25] Honesty and integrity accounts for more variance in believability than all other factors combined. In his book, *Principle-Centered Leadership*, the professor and businessman Stephen Covey stated that leaders must accept the concept of principles based on natural laws that individuals cannot violate with impunity and that are foundational to principled leadership.[26]

Effectiveness of the NOBLE Mentoring Potential CEOs Program

The NOBLE mentoring program is a successful program designed to develop aspiring law enforcement CEOs or police chiefs to lead with character, competence, and commitment. Currently, the program has graduated six classes of protégés, with the most recent class graduating at the NOBLE National Conference in July 2018. The program has small class sizes with two to seven protégés who are highly qualified individuals preparing to become CEOs of a law enforcement agency. The first class started in July 2006 and graduated in July 2008. Since 2008, four additional classes have graduated with a total of 23 graduates. The sixth class had three protégés. The NOBLE Mentoring Program Potential CEOs Program is unusual because it provides education and training for qualified individuals aspiring to become law enforcement CEOs as well as an experienced law enforcement CEO as a mentor for each future executive. Moreover, it has helped to facilitate promotion to a higher executive rank or appointment as a chief executive officer of a law enforcement agency.

Key Outcome Measures of the NOBLE Mentoring Potential CEOs Program

Since 2008, 26 individuals have graduated from the program, and 15 have become chief executive officers of law enforcement agencies. The program's primary objective is to develop future law enforcement chief executives, and all but two graduates have been promoted or appointed to a higher rank after entering the program. Therefore, 58 percent of the graduates have become law enforcement CEOs, and 88 percent of all graduates have been either promoted in rank, appointed to a higher position, or appointed as a law enforcement CEO. Every program graduate who has pursued a law enforcement chief executive officer job has been successful in getting hired (15 out of 15, or 100 percent); the other 11 graduates have chosen not to pursue a CEO job or, in the case of the most recent graduates, are not ready yet to pursue a CEO job. It is interesting to note that 12 of the 15 of those attaining a law enforcement CEO job were selected the first time they pursued the CEO job, two on the second attempt, and one on the third attempt. This is evidence that the program helps contribute to the protégés' effectiveness in competing in a CEO selection process.

Conclusion

Mentoring in a professional environment involves an experienced individual training and teaching a less experienced person. Many organizations have employed mentorship and executive coaching programs for years, and these programs can lead to a variety of positive results. An effective mentoring program contributes to professional law enforcement development success. However, building a strong mentorship program is difficult. It requires patience, trial and error, and dedication.

The mission of the NOBLE Mentoring Potential CEOs Program is to prepare and inspire law enforcement executives, through professional development activities, to assume a law enforcement CEO position. The NOBLE program is based on the biblical leadership theory of living and leading based on principles that pertain to human relationships and human organizations.[27] This style

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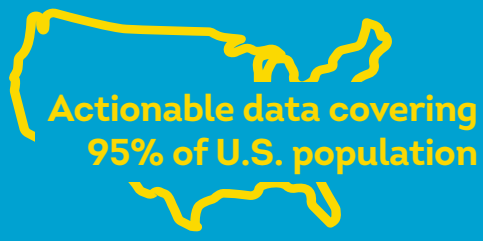

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of leadership is practiced on four levels, including personal accountability, interpersonal relations, management ability, and organizational skills. The leader should demonstrate consistency when practicing principled leadership on each of these four levels. It is important for any leader, especially a law enforcement CEO, to lead based on values. Minority mentoring programs in the workplace do not receive equal organizational support as their white counterparts, and all law enforcement agencies should consider the benefits of establishing a mentoring program, especially to facilitate the advancement of high-potential minorities. ❖

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[1]Timothy J. Newby and Ashlyn Heide, "The Value of Mentoring," *Performance Improvement Quarterly* 26, no 2 (2013): 141–158.

[2]Kelly Foreman, "A Network of Mentors," *Kentucky Law Enforcement Magazine* 14, no. 2 (2015): 10.

[3]Felix Jollevet II, "African American Police Executive Careers: Influences of Human Capital, Social Capital, and Racial Discrimination," *Police Practice & Research* 9, no. 1 (2008): 27.

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[8]New York State Mentoring Workgroup, *Mentoring: Report of the Mentoring Workgroup* (Albany, NY: New York State Department of Civil Service, 2002).

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[10]Angela Mulvie, *The Value of Executive Coaching* (New York, NY: Routledge, 2015).

[11]Kovacs and Corrie, "Executive Coaching in an Era of Complexity."

[12]Gettys, Martin, and Bigby, "Does Mentoring Assist in Developing Beginning Principals' Instructional Leadership Skills?"

[13]David A. Thomas, "Race Matters," *Harvard Business Review* 79, no. 4 (2001): 98–107; Foreman, "A Network of Mentors."

[14]Stephane Bladia and Debra Branch McBrier, "Do the Determinants of Promotion Differ for Blacks and Whites? Evidence from the U.S. Labor Market," *Work and Occupations* 24, no. 4 (November 1997): 478–497.

[15]David A. Thomas and John J. Gabarro, *Breaking Through: The Making of Minority Executives in Corporate America* (Boston, MA: Harvard Business School Press, 1999): 115–212.

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[18]Jollevet, "African American Police Executive Careers," 27.

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[20]Jollevet, "African American Police Executive Careers," 28.

[21]Thomas, "Race Matters."

[22]Jessie Small, "Mentoring Black Males: Discovering Leadership Strategies That Improve Their Future" (PhD diss., Walden University, 2017).

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[24]Gary A. Yulk, *Leadership in Organizations*, 6th ed. (Upper Saddle River, NJ: Pearson Prentice Hall, 2006).

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[27]Covey, *Principle-Centered Leadership*.

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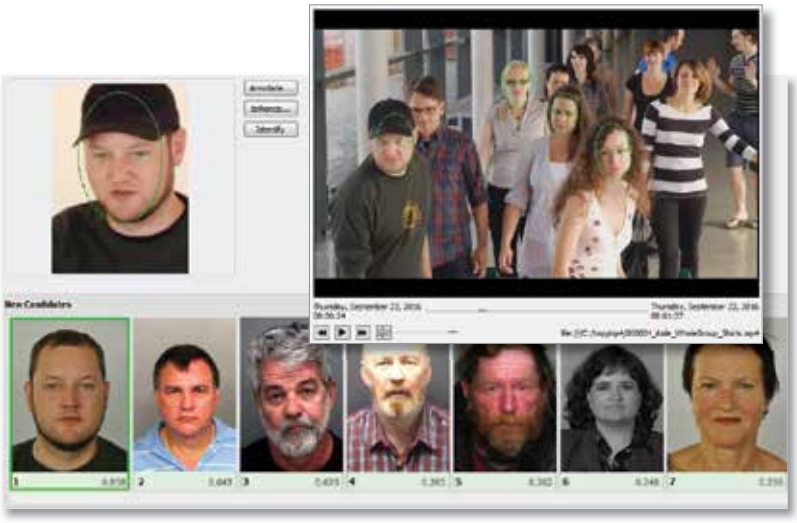

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PRODUCT FEATURE:

COLLECTING AND MANAGING EVIDENCE—TOOLS FOR LAW ENFORCEMENT

By Scott Harris, Freelance Writer

The most recent technological explosion has given rise to a boom of information that, while valuable, can be overwhelming. Law enforcement is no exception; in fact, it might represent one of the clearest examples of the phenomenon. Evidence collection and management is probably the aspect of law enforcement that provides the clearest example of this. Smartphones, body-worn cameras, advanced DNA-based collection and analysis methods, advanced and widespread video surveillance, social media and other Internet-based sources, enhanced data mining possibilities from traditional equipment like RMS/CAD systems, and other sources combine to create a veritable avalanche of information.

As a result, it is essential for experts not only to devise new methods for generating new sources of potential evidence, but also to create ways for officers and agencies to more easily manage and organize Big Data.

"Fifty years ago, you were spinning your finger on a telephone or putting 50 cents in a phone booth. [Now there's] a phone in your pocket," said Dan Dvorak, a retired police chief and consultant with NICE Ltd, a multinational software company that helps operationalize Big Data. "There's more power in an iPhone than in the rockets that first sent us to the moon."[1]

More tools are emerging that are geared specifically to helping law enforcement better manage and leverage data that could eventually become important evidence. New tools are also being developed to help collect and manage physical evidence more effectively and efficiently.

Image courtesy of Blue Line Innovations

Digital Evidence Management

One of the leaders in data management for law enforcement is NICE Investigate. According to company officials, NICE Investigate automates all aspects of digital investigation and the evidence management process.

"It is a solution set that brings in the information. Doing that is a challenge with all this information out there," Dvorak said. "It helps in exploring the digital information."

Powered by its DEMS or Digital Investigation and Digital Evidence Management Software solution, NICE Investigate is a cloud-based tool that gathers content from an array of common sources, including CAD and RMS systems, license plate recognition, location software, and social media, as well as video from various sources, including body-worn cameras and closed-circuit TV.

"We like to look at how investigators build their cases," said Lee Russo, a longtime police chief and consultant with NICE Public Safety. "They usually print out a CAD report or an RMS report, then they log into eight or 10 places per day to look for information. We focused on connecting all those places."[2]

NICE Investigate users can investigate and organize the data they collected using a search function, not unlike a common Google search, and a software interface as easy to use as Microsoft Word.

"We have a solution that lays on top of these information sources and helps people understand and act on this information. They can accelerate their ability to resolve cases more successfully," Dvorak said. "It doesn't require you to use just our system. It's the Switzerland of platforms. Whatever system you utilize, we can interface with it. And it's a very intuitive system."

NICE Investigate can save an individual investigator up to eight hours per week, officials said. "That's giving them back bodies," Russo said. "Every agency is suffering from staffing issues. We need to get everybody working smarter, not harder. We take the information and put it at their fingertips."

Another solution is Fortify, created by Blue Line Innovations, a Chattanooga, Tennessee, company that develops various products for the law enforcement community. The company was founded as a body-worn camera manufacturer by Mark Hutchison, whose fellow officer, Allen Lipford, was killed in the line of duty in 1991.

Fortify helps users organize data from various sources and inserts it into an easy-to-use and searchable tool. It also allows for secure and easy data sharing among authorized colleagues across the chain of custody. Users can tailor the cloud-based solution to the needs of their individual departments.

Information may be stored in the cloud, on site, or by using a hybrid of the two.

"It's a time- and cost-saving tool," said Lori Miles, the company's director of marketing. "You can upload everything in the field from the mobile device and it cuts the officers' time in half and saves a ton of money. It cuts away the amount of time it takes for officers to go back and log in a case."[3]

Physical Evidence Management

The amount of physical data can be just as overwhelming as the digital side. For example, DNA profiling is more sensitive than ever, with infinitesimal amounts of genetic material able to yield a positive identification. The downside is that the testing process is now easier than ever to contaminate.

Sirchie, the well-known Youngsville, North Carolina, supplier of more than 3,000 law enforcement–related products and solutions, had this contamination risk in mind when it devised a new line of investigation tools, DNA Free.

"We used to need 50 milliliters of blood, and now we're talking about micrograms or even pictograms of DNA material," said Dyer Bennett, Sirchie's vice president of product development and training. "We're getting more and more concerned about contamination because of trace DNA, and that could be as few as 8 to 10 skin cells. It only takes a little bit to contaminate the results."[4]

Although nothing can technically be entirely free of DNA, Bennett said the special materials were "99.99999 percent" effective in repelling DNA material. Sterilized in ethylene oxide or ETO, which is a common ingredient in the sterilization of medical equipment, Sirchie's DNA Free products are one-time use.

Many compelling technologies are continuing and advancing when it comes to evidence collection. At Law Enforcement Technologies in Walnut Creek, California, the focus is on surveillance, with smartphone-based solutions being a key focus.

One evidence collection tool allows law enforcement users to create a "spoof" phone number that can be provided or displayed in different ways. The number will cause the investigator's phone to ring without the investigator providing his or her actual phone number to the caller.

"The officer doesn't want to give out his phone number," said LETS Marketing Director Stephanie Ericson. "They can give this out to the public and it makes their phone ring. It protects the officer's privacy and it saves time because it helps collect evidence."[5]

"It has a number of applications," said LETS co-owner Benjamin Fitzgerald.[6] The phone acts as a self-contained video, audio, and GPS surveillance tool, among other things.

Technology is also shaping other familiar processes associated with day-to-day law enforcement. About a year and a half ago, the Novi, Michigan-based Global Focus Marketing and Distribution (GFMD) introduced NarcGone HD, a new way of destroying drug evidence in a timely fashion. The NarcGone HD process is more efficient than traditional methods and can save hours a week for officers.

"It's a simple on-site chemical destruction they can do at the time [the evidence is] released from the judge," said GFMD Vice President Bert Williams. "After release, drugs are often moved from one cabinet to the other. If you're fortunate enough to have an incineration facility, you drive down and stand there and witness it, then you get certification to assure it was destroyed, then you drive back. That can burn most or an entire shift. And there's always a chance for diversion."[7]

Known as "on-demand" chemical destruction, the patented liquid solution uses activated carbon to break down and alter the active compounds found in drugs. But there is an additional step, which occurs when NarcGone binds with the drugs. After that point, the drugs can be released only under temperatures of around 1,700 degrees Fahrenheit.

"After destruction, [the drugs] can be thrown away with routine trash or disposed of through the mail-back program," Williams said. Quickly and efficiently disposing of evidence is equally as important as collecting and storing it.

While technology continues to drastically evolve, the law enforcement community is constantly working to develop innovative processes and new technologies to manage the increase in data and to improve public safety efficiency. ❖

Notes:

[1]Dan Dvorak (consultant, NICE), telephone interview, July 10, 2018.

[2]Lee Russo (consultant, NICE), telephone interview, July 10, 2018.

[3]Lori Miles (director of marketing, Blue Line Innovations), telephone interview, July 6, 2018

[4]Dyer Bennett (vice president, product development and marketing, Sirchie), telephone interview, July 10, 2018.

[5]Stephanie Ericson (marketing director, LETS), telephone interview, July 10, 2018.

[6]Benjamin Fitzgerald (co-owner, LETS), telephone interview, July 10, 2018.

[7]Bert Williams (vice president, GFMD), telephone interview, July 10, 2018.

PRODUCT FEATURE:

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IACP THROUGH THE YEARS

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Upcoming: A Crisis in Recruiting

By Joseph W. Hawthorne, General Manager, Civil Service Department, Los Angeles, California

In celebration of IACP's 125th anniversary, each 2018 issue of Police Chief *includes a republished article from the magazine's history, which dates back to 1934. The following article is from the April 1962* Police Chief.

The Civil Service Commission of the City of Los Angeles is charged with, among other things, the filling of some 35,000 positions in some 1,250 different classes. These classes range all the way from hydrographers up in the High Sierra Mountains, who measure the snowfall in an attempt to determine the amount of water that the city will have during the ensuing year, to a host of linemen, powerhouse operators, electrical mechanics, and so forth, who operate the installations at Boulder Dam on the Colorado River, to the port pilots who bring in ships from sea and dock them safely in the berths of our harbor, and the whole gamut of municipal employment in between.

To replace the normal turnover requires about thirty examinations every month throughout the course of the year. In most cases, an examination for a class is announced as of a given date, is given, scored, and a list established which normally is good for two years. There are, however, certain classes for which this leisurely procedure cannot be used—classes in which examinations must be given on a continuous, day-to-day basis in order to get a sufficient number of candidates to fill the vacancies. Our outstanding example of this, and our number one headache as far as recruitment is concerned, is the class of policeman. For the past several years, all of our recruitment efforts and daily examinations have barely managed to take care of normal turnover in the class of policeman. This, in the face of an exploding population and an increasing demand for more and more policemen adequately to take care of the needs of a growing city.

When personnel recruited immediately after World War II become eligible for retirement between 1965 and 1970, many police departments now able to meet only normal personnel turnover needs will face an even worse recruiting problem unless standards and procedures are realistically overhauled...

Our recruiting program is failing utterly to meet an acute situation. This situation gives no indication whatever of becoming less acute. On the contrary, every evidence seems to point to the fact that in a few years it will become even more so. This is due to the fact that immediately after World War II large numbers of policemen were recruited into the service. Between 1965 and 1970, these people will have served their twenty years of service, and about half of the existing personnel will then be eligible for retirement. Should appreciable numbers exercise their retirement option, it will result in utter calamity to law enforcement in Los Angeles, unless some solution can be found, and found soon.

A review of present and past recruiting techniques might well be considered at this point.

Just about every publicity device that is possible for the mind to conceive has been used in trying to acquaint the public with the police shortage and the opportunities for positions in the police department. Daily paid advertising has appeared in the local newspapers for many years. In most public agencies, however, a budget for paid advertising is severely limited. Therefore, extensive use has been made of public service time on radio in the form of spot announcements, television programs, trailers in movie houses, loudspeaker announcements at sporting events, and the like. Free publicity in magazines, military service papers, local throw-away papers and school papers is being used continually. Incidentally, one cannot be too free in his praise of radio and television stations and throw-away papers for their cooperation in publicizing matters of this kind. Other devices have been personal appearances before graduating classes, appearances at military separation centers, bumper strips on cars, streetcar advertising, as a public service, signs on public buildings, ads on the back of streetcar transfers, appeals to employees inserted with their paychecks, appearances by police officials and civil service officials before radio, television, and civic meetings—you name it, we've done it.

The immediate question arises as to the effectiveness of these various techniques. Table 1 gives some idea of this. The second column gives the results obtained by surveying the *candidate* over a given period. The next column gives a similar survey from among those who were actually appointed and in the training class.

Bear in mind that the results from column two were obtained by interviewing candidates who appeared for oral examinations, and this after approximately 50 per cent had been eliminated by the written test. Had the information been obtained from all who applied, the results might have been more widely different from those shown. It should be noticed that while classified newspaper advertising brings more candidates, positive recruiting by friends brings more "better" candidates; that is if the results of the examinations mean anything, and we are fairly certain that they do. This was further borne out by a little experiment conducted in this area some two or three years ago. A large citizen's committee was formed, consisting of public relations people in the television, radio, advertising, and other public relations fields. With their help and cooperation, a massive drive was conducted using every means possible of getting the story of police shortages across to the public. From the point of view of the number of *candidates* obtained, the drive was a huge success. Almost twice as many candidates were obtained during the drive as would have been obtained during a normal period. There was one serious drawback, however. Although we had more candidates, only the same number passed the examinations as would have been obtained without the drive. The payoff, of course, is not candidates but acceptable police material.

Table 1: Police Recruitment Sources

	1961 Civil Service Department Survey*	1961 Police Department Survey of Cadets
Newspaper (includes classified ads)	32%	16%
Radio	6	9
Television	4	4
Military Service	10	10
Friends	22	46
Advertising (Excluding classified ads in daily papers)	11	5
Schools	2	6
Miscellaneous	13	5
**Made at time of interview*	(343 Cases)	(151 Cases)

What can be done? It would be presumptive indeed for a layman to attempt to answer this question. Furthermore, each jurisdiction which has the problem will have to consider the remedy in the light of the individual conditions of that jurisdiction. However, a few general observations might be made.

A Review of Medical Standards

Somewhere between two thirds and one half of the candidates who pass all other phases of the examination are rejected when it comes to the medical examination. It may well be that these standards are too high. The Air Force Academy recently reviewed its medical standards, which already were not as rigid as those of the City of Los Angeles for its policemen, and made a number of liberalizing revisions. What with modern contact lenses and with plastic lenses for glasses, is a 20/20 standard of vision really realistic? Is a minimum number of teeth really necessary, with modern dentistry? Could not such defects as "poor musculature" and "lacks appearance of vigor" be taken care of during the rigorous training period? It is not for an instant suggested that the quality of policemen be lowered. The possibility, however, is being suggested that the same high quality can be obtained without rejecting so many candidates at the medical examination.

Are the Age Limits Realistic?

The City of Los Angeles presently has an upper age limit of thirty, with an optional retirement after twenty years of service. It is argued that to increase the entrance age to thirty-five, making a man fifty-five before he is eligible for retirement, would be a drain on the pension system. What with life expectancy increasing year after year, thanks to modern medicine, it would seem to a layman that a much greater drain would ensue from having everyone on the force eligible to retire between the ages of forty-two and fifty, with a life expectancy on a city pension of from twenty-three to thirty years. Armchair research would seem to prove that younger men have a better chance to get positions elsewhere, the pay for which, added to their pension, would make an attractive income. The longer they stay in service, the less chance they will have for employment outside. The facts seem to bear this out. A study of a group of policemen who came into the service in 1927 shows that 52 per cent took their service retirements within the first five years after they became eligible to retire. Thirteen took disability retirement, four died, leaving 31 per cent who remained after 25 years of service.

Recruitment of High School Graduates

It is axiomatic in the personnel field that if you can't recruit them, train them. Armchair research, again, would seem to conclude that this might be possible in the police field. A big recruitment problem under the present system is caused by the fact that by the time the candidates are twenty-one years old they have established themselves in other lines of

work, or have been in college two or three years with a professional career in view. Attempting to attract people between the ages of twenty-one and thirty means that for a sizeable group we are appealing to those who failed in their first endeavors. It would be relatively easy to attract sizeable numbers of recent high school graduates with all the mental and physical qualifications for policemen, except age. Such a group, it seems, could do a great many of the clerical and technical types of work normally done by civilians in most police departments. It would also seem that such a group would be particularly susceptible to police training, being young enough to have retained study habits, and having a two- or three-year period for the department to indoctrinate them.

The most telling argument, apparently, against such procedure is that recruiting up to 10 per cent or so of the force by this technique would produce a force of individuals knowing nothing but police work and nothing of the facts of life. This argument seems to have two fundamental fallacies. The first is that a man working in an insurance company record office learns more facts of life than a man working in a police department record office, or that a man working for the telephone company would learn more facts of life than a man working in the police communications system, and so on all through the various types of work found in a modern police department. It would seem to a layman with some knowledge of the facts of life that the civilians in a modern police department become much better acquainted with such facts, at first-hand, than professors of psychology or sociology, or carpenters, or bricklayers, or clerks in private industry. The second fallacy appears when the very people who make the argument against the use of trainees argue for the professionalization of police work. If it is a profession, training should begin early and with the single purpose of becoming a policeman.

Police Schools as a Source

Schools and colleges generally are, of course, ideal sources for recruitment, and the alert recruiting agency maintains contact with them on a continuing basis. A growing trend is the tendency for colleges, and especially the junior colleges, to offer more and more courses in police administration. This eventually may answer the recruiting problem, but to date the results are not exactly all that one might expect. Local civil service systems hereabouts manage to place about one man out of twenty-five candidates in the police department. Some jurisdictions around the country manage to do better; some places even less (it is interesting to note that the Japanese civil service eliminates ninety-nine out of a hundred). If police administration schools were as selective in their choice of students, these students would find the selective process less rigorous when they go to look for jobs, and it would seem that the school would be doing a much more effective job. But, even at the present time, most of the graduates of such schools are interested in immediate administrative positions, which positions, unfortunately for the local police departments, are generally available to them elsewhere, with the result that very few such graduates, even if able to meet the qualifications, wind up on the local force.

The above palliatives for a recruiting problem are by no means intended to be exhaustive. They may or may not suggest ideas leading toward a partial solution of a local problem. None of them, nor all of them, could hope to solve the whole problem, which is the image of the public servant, and the policeman in particular, in the minds of the public. Survey after survey conducted in the public schools has revealed little interest in government work. Certain surveys, unfortunately, reveal a teacher attitude toward city hall which is anything but healthy. As is well known, most cities not only have honest government, but good government. Not only should those of us in government, but every citizen interested in good government should dedicate himself to a crusade to change the image of the public servant in the minds of teachers and pupils, to instill the idea that government service is not a place for misfits, political hacks, or incompetents, that the policeman is not a person for children to fear and resent, and to propagandize the words of James Russell Lowell, "The highest of all sciences and service—government." ❖

IACP Through the Years article reprints reflect the eras in which they were first published and should not be construed as necessarily reflecting the IACP's current view or stance on topics.

Coming next month:

"The Changing Role of Women in Law Enforcement," by Cathryn C. House, from the October 1993 edition of *Police Chief*.

Bill Blackwood LEMIT

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BEST ONLINE PROGRAMS U.S.News & WORLD REPORT VETERANS GRAD CRIMINAL JUSTICE 2018

Accident Support Services International Ltd.

Bulletin.

ACCIDENT SUPPORT SERVICES INTERNATIONAL LTD.

Issue 05

Roanoke Collision Reporting Center Celebrates 2 Year Anniversary!

Accident Support Services International Ltd. is thrilled to announce that this September the Roanoke Collision Reporting Center will celebrate its two year anniversary of providing collision reporting services to the citizens of Roanoke, Virginia. Roanoke is situated in the southwest of the state of Virginia, the region contains about 300,000 citizens.

The Center opened on September 15th 2016 and was the nation's first Collision Reporting Center. Roanoke Collision Reporting Center works in partnership with Roanoke County Police Department, Roanoke City Police Department and this November Salem Police Department. Roanoke Police Departments were looking for a way to increase efficiency within their departments, while still providing their citizens with exceptional customer service.

Roanoke County Police Chief, Howard Hall stated that their police department decided to partner with ASSI in order to save officers' time, having the Center complete the collision reports on behalf of the police saves about an hour of an officer's time per incident. The implementation of the Center also allows for Roanoke officers focus on higher priority calls, and the opportunity to be more involved and present within their community.

Roanoke Collision Center team members – Ali Bonfore, Derrick Wilson, Jeannie Torres & Tara Hall

After the Center's first year of operation as a pilot project it was evaluated, and deemed to be a success. The police in Roanoke extended their agreement with Accident Support Services International for an additional five years.

The Center is located at 631 Abney Road Northwest. The staff members are dedicated to providing excellent customer service to citizens reporting a collision, with more than a 90% customer satisfaction rate. Customers are provided with a survey while they are at the center, one customer stated "Was a great experience, it made the [collision reporting] process less stressful." Over the last two years the citizens of Roanoke have adjusted to having to report their collision at the center, Chief Hall stated that the they have had a positive response from citizens and have not had to deal with any major complaints. Chief Hall went on to say that the center has resulted in extensive time saving for officers, higher quality collision reports, and increased citizens' satisfaction.

This Issue:

Tucson Opening, CROMS Innovation and New Partnerships

Tucson Collision Reporting Center Opening, SMASHING Success!

On May 30th, 2018 Arizona's first Collision Reporting Center (CRC) opened its doors. Even before the ribbon was cut, the new Reporting Center serviced its first two customers. Accident Support Services International Ltd. partnered with Tucson Police Department to implement the CRC within the City of Tucson to better service their citizens involved in motor vehicle collisions and still be able to focus on higher priority policing needs within the community.

Pictured: ASSI VP of Insurance Programs Rick Yates, ASSI VP of Operations Lynn Hemingway, ASSI President Steve Sanderson, TPD Assistant Chief Kevin Hall, Assistant Chief Eric Kazmierczak, Lieutenant Tim Gilder, and Sergeant Eric Hickman cutting the ribbon.

Local police, government, insurers, business representatives and the media attended the ceremonial ribboning cutting in front of the CRC office. Local news outlets that covered the grand opening reported that Tucson citizens were impressed by the new concept of collision reporting as the former online process was not as much of a streamlined process.

Motorists involved in a collision bring their vehicle to the center, where they are greeted by professionally trained team members who complete the Arizona state collision form. Once at the center, motorists will have the opportunity to contact their family, insurance company or broker, and will be provided with all information necessary for next steps in completing a claim. Counselors will also take photographs of the vehicles involved, and a "Damage Reported to Police" sticker will be applied on any damage. Information collected for the Arizona state collision report document will be available to the state, police and insurance companies. The services provided by the Collision Reporting Center are at no cost to the city, police or citizens.

The Tucson Collision Reporting Center opened within the Tucson Police Department's midtown substation located at 1100 South Alvernon Way. The center is open six days a week, Monday through Friday from 9 am to 7 pm and Saturday from 10 am to 4 pm. The Center anticipates to be quite busy as the population of Tucson, Arizona is just over a half a million people. The Collision Reporting Center is a part of a pilot project between Accident Support Services International Ltd. and Tucson Police Department. The implementation of the Collision Reporting Center comes as an alternative solution for collision reporting in the city. After 2011, the Tucson Police Department no longer sent officers to do on-scene investigation of non-injury collisions. During an interview with local news, Assistant Police Chief Kevin Hall said that the center will allow drivers to report non-injury crashes to police, the state and their insurance company at the same time, from the same place. Subsequently, allowing for Tucson police officers to spend more time present in the community.

The center will be responsible for property damage collisions only; collisions involving criminal activity, personal injury, death, government vehicles, hazardous materials, hit-and-runs, bicyclists or pedestrians will still be investigated by the Tucson Police Department. Police still advise citizens involved in a collision to call 911. The 911 operator will determine if the circumstance requires immediate police response or if the parties involved will be referred to the Collision Reporting Center.

Our Tucson Reporting Center Team Theresa Dennis, Ruth Green & Javier Garza

CROMS – The Next Phase in Collision Management

By: Jacqueline Massi, Manager of Operations

With Accident Support Services International Ltd.'s (ASSI) newest opening in Tucson, Arizona CROMS (Collision Reporting and Occurrence and Management System) was redesigned using the latest Microsoft technology stack.

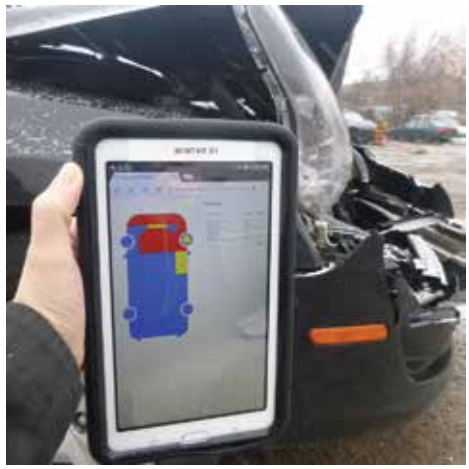
The application is now an enterprise solution meaning that as ASSI expands into additional jurisdictions, the official state forms can be built with greater ease and a faster time to implementation. It also ensures that insurers who are supporting the Collision Reporting Center program will only have one centralized secure application to login into to retrieve their customer service report packages. As with the previous solution, the information is available to insurers as soon as their insureds consent to provide their customer service package to their insurance company enabling the insurer to provide enhanced customer service and make informed decisions at the first available opportunity. When adjusters are handling claims in other states, they won't have to order the information from different sources or log into multiple databases, they will have all information at the click of a button.

With ASSI's commitment to continuous improvement came additional features to enrich and enhance the application. A drawing program, Easy Street Draw, was integrated into CROMS ensuring that insurers, police, and the state receives a professional, high-quality statement and diagram illustrating how the collision occurred.

A custom damage estimator was incorporated into CROMS and is available for use in either the Collision Reporting Center or on a tablet when ASSI's trained counselors are photographing the vehicles. The damage estimator is now interactive allowing ASSI counselors to select the damaged areas of the vehicle. This tool eliminates manual estimates of the damage. Counselors now record the severity of the damage to the vehicle noting each area that is damaged and indicating whether that damage is repairable or requires replacement. The application has been programmed with a set of amounts for each damage description based on the current market value and takes into consideration the year and make of the vehicle. It also includes a multiplier based on the age and type of the vehicle (luxury or not). This estimated value is now more consistent and closer to the actual repair costs, increasing the accuracy of what is actually reportable or not, and allowing adjusters to be vigilant for cases when the actual repairs are disproportionately different.

Additionally, insurers now have the ability to print the entire customer service report package including: official state form, citizen statements and diagrams, photographs, photocopies of official documentation, etc. to one PDF that they can then attach to their claims system.

Our core product is mobile friendly and renders on any screen. Police departments who choose to use CROMS to record the remaining at-scene collision reports can complete direct entry into the CROMS mobile platform or directly onto a fillable form that resembles the official state form. This is complete with the new features above and the features enjoyed by police departments today (mapping GIS latitude and longitude, VIN decoder to populate vehicle description, driver's license swipe, and more) who utilize CROMS to ensure the accuracy of the information and speed up the data collection. Police departments are also given the option to have custom fields available to them. That is, if there is a statistic that the department



would like to capture and it is not currently included on the official state form, ASSI can easily incorporate it for them. That information is then available in our newly enhanced CROMS Analytics Portal.

CROMS Analytics Enhancements

By: Jacqueline Massi, Manager of Operations

For over a decade Accident Support Services International Ltd. (ASSI) has been providing police departments with analytical tools to answer any collision related question that they have by querying any field captured on the official state report form. This in turn has allowed police departments to deploy their officers when and where they will have the most impact on preventing collisions from occurring, altering driver behaviors, and improving road safety. Insurers also have access to query their data for underwriting, volume management, and special investigations. This year, ASSI has redesigned the custom application using a ClickSense engine.

Keeping with its core design, the application is specific to each state and users will continue to query any field, plot the information on a map, have a tabular view, and graph their results. In order to provide additional value many new features were including:

- Users can draw any shape on the map to retrieve the number of collisions contained within the shape drawn. This is ideal for querying specific intersections or divisions.
- Greater exporting capabilities were included allowing the user to pick if the data (maps, graphs, and tabular view) should be exported to PDF, PowerPoint, or Excel. Rather than a static selection of fields to exports, users can now select which fields they would like to export. Operators can now export the graphs with the data into excel.
- New graphing options allow users to show year over year data with greater ease.
- A narrative tool has been included to explain the information contained on the page.
- There is the ability to load data from other sources and overlay it (for example: enforcement data).
- Police departments and insurers can more easily identify hot spots with a heat map option.
- Mapping color options have been expanded up to 100 colors.

Continued on page 4

RCMP Opens First Collision Reporting Center

By: Rick Yates, Vice President, Insurance Programs

Grande Prairie, AB – The City of Grande Prairie, Alberta and the Royal Canadian Mounted Police partner with Accident Support Services International to open the first RCMP policed Collision Reporting Center in Canada. ASSI and the Grande Prairie RCMP will share an office conveniently located within the Eastlink Community Center servicing the residents of Grande Prairie (pictured).

"The new Collision Reporting Center will provide timely collision analysis that will be used to focus police resources." said Don McKenna, Grande Prairie RCMP Superintendent. "The Center will also create new efficiencies that reduce the administrative burden on the RCMP officers and support staff."

"Placing the right resources in the right place is a focus for City Council. Opening the first Collision Reporting Center in an RCMP policed region in the entire country recognizes Grande Prairie's commitment to improving service for our residents by implementing innovative ideas," said Bill Given, City of Grande Prairie Mayor. "This initiative has been an advocacy priority for both this and the previous City Council."

On the Road with ASSI

The Accident Support Services International Team will be on the road this season at the following events:

Septembers 9 - 11 - International Association of Special Investigation Units (IASIU) Conference, Baltimore, MD

September 9 - 12 - Virginia Association of Chiefs of Police (VACP) Conference, Roanoke, VA

October 21 - 24 - International Association of Chiefs of Police (IACP) Conference, Orlando, FL

October 28 - 30 - Property Causality Insurers Association (PCI) Annual Conference, Miami, FL

October 31 - November 2 – Specialty Equipment Market Association (SEMA)Las Vegas, NV

January 16 -17 - Collision Industry Conference (CIC) Meeting, Palm Springs, CA

February 6 - 8 - Michigan Association of Chiefs of Police Conference (MACP), Grand Rapids, MI

February 13 - 15 - National Association of Mutual Insurance Companies (NAMIC) Claims Conference, Phoenix, AZ

CROMS Analytics Enhancements

Continued from page 3

- Allows users to search a top number or percentage. That is police departments could search for the top three causes or collisions in their jurisdictions or which driver actions are responsible for 50% of collisions. Insurers could search for the top vehicle makes & models that are involved or which driver ages account for top 40% of collisions.
- Operators are granted the ability to show the top intersections for their query. For example, top intersections where pedestrians are involved in collisions. Or top intersections where injuries occurred.
- Users can set a gage to measure targets color coding to see where they are at any time comparing it to industry standards.

Currently, ASSI provides custom quarterly report packages to partner police agencies and insurance companies. With this tool set, the user will be able to login and within seconds pick their date range and pull the full package of information with the most up to date and current information. The new portal will continue to assist police services with their road safety initiatives to make roads safer and insurers with tools to better service their customers and maintain rate stability.

Keeping All Roads Safe (Even the Digital Ones)

By: Zachary Dolan, Business Representative

As citizens of the Information Age, the security of our sensitive information is on everyone's mind. These concerns are no more serious than when dealing with matters of law enforcement. As facilitators of collision reporting for police departments, government agencies, and insurance companies, we want to ensure that the data we collect makes it safely to those who are meant to receive it.

And no one else.

To this end, Accident Support Services International Ltd. has partnered with the very best: the National Law Enforcement Telecommunications System (Nlets). For over 50 years law enforcement agencies and other public safety providers have relied on Nlets to maintain the security and integrity of their data. In addition, their high-bandwidth backbone and redundant storage features create maximum uptime, ensuring that data is available whenever it is needed.

Powered By Nlets Strategic Partner

"Nlets is proud to have created strong public/private partnerships with organizations that support law enforcement and first responders. These partnerships support our core business by serving the needs of our members and they allow qualified organizations to securely and appropriately utilize the national and international reach of Nlets for the benefit of the justice community (Nlets Partnerships)."

Our partners and customers already rely upon us for the timely and efficient delivery of data to exactly where it needs to be. Now you can rest easy knowing that we have upgraded our security in order to keep that information safe and more secure.

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Axon **1839**
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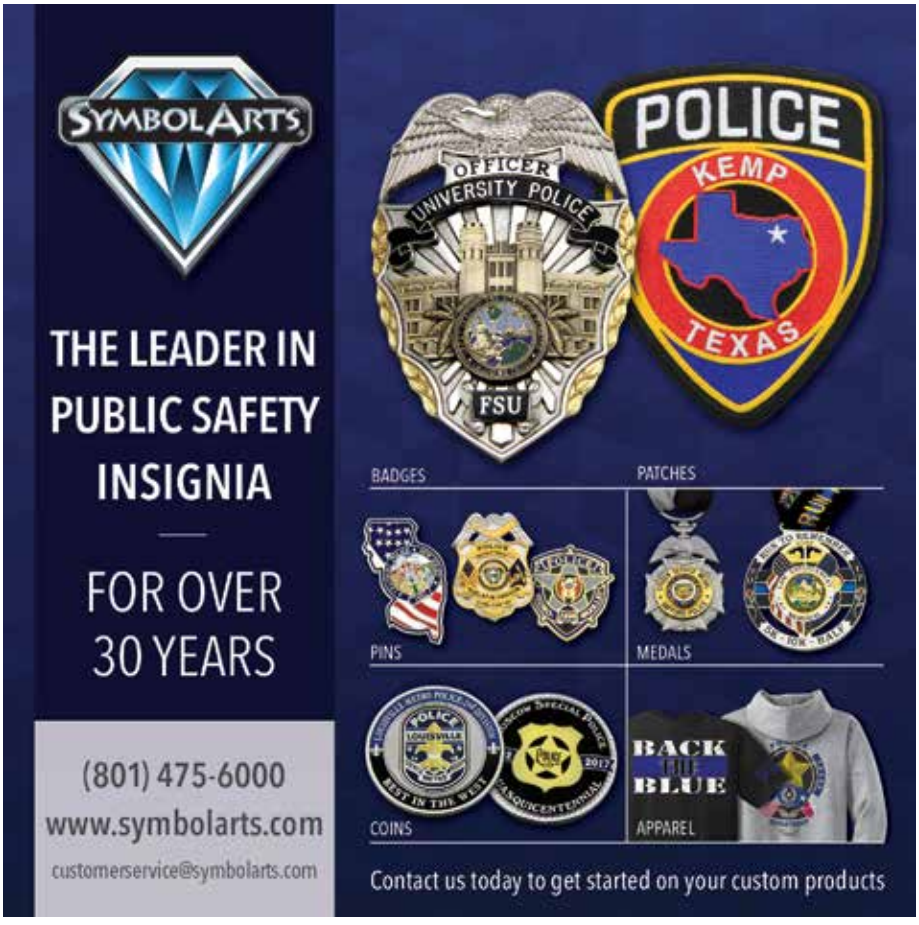

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Orange County Convention Center
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theIACPconference.org

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For more information and exciting events taking place at this year's conference see the pocket guide included in the issue of this magazine.

IACP 2018

October 6–9, 2018
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IACP 2018 events are designed to help you connect with officers and law enforcement leaders from around the world:

EXPOSITION HALL NETWORKING EVENT

Sunday, October 7

Kick off three days of seeing, testing, and comparing the latest technology with 650+ exhibitors.

FOUNDATION GALA

Saturday, October 6

Honor law enforcement's finest as the 2018 IACP/Target Police Officer of the Year Award finalists and winner are recognized.

Separate ticket purchase required. Black-tie optional.

ANNUAL BANQUET

Tuesday, October 9

Featuring the IACP Leadership Awards and the formal swearing-in of the IACP president and Executive Board.

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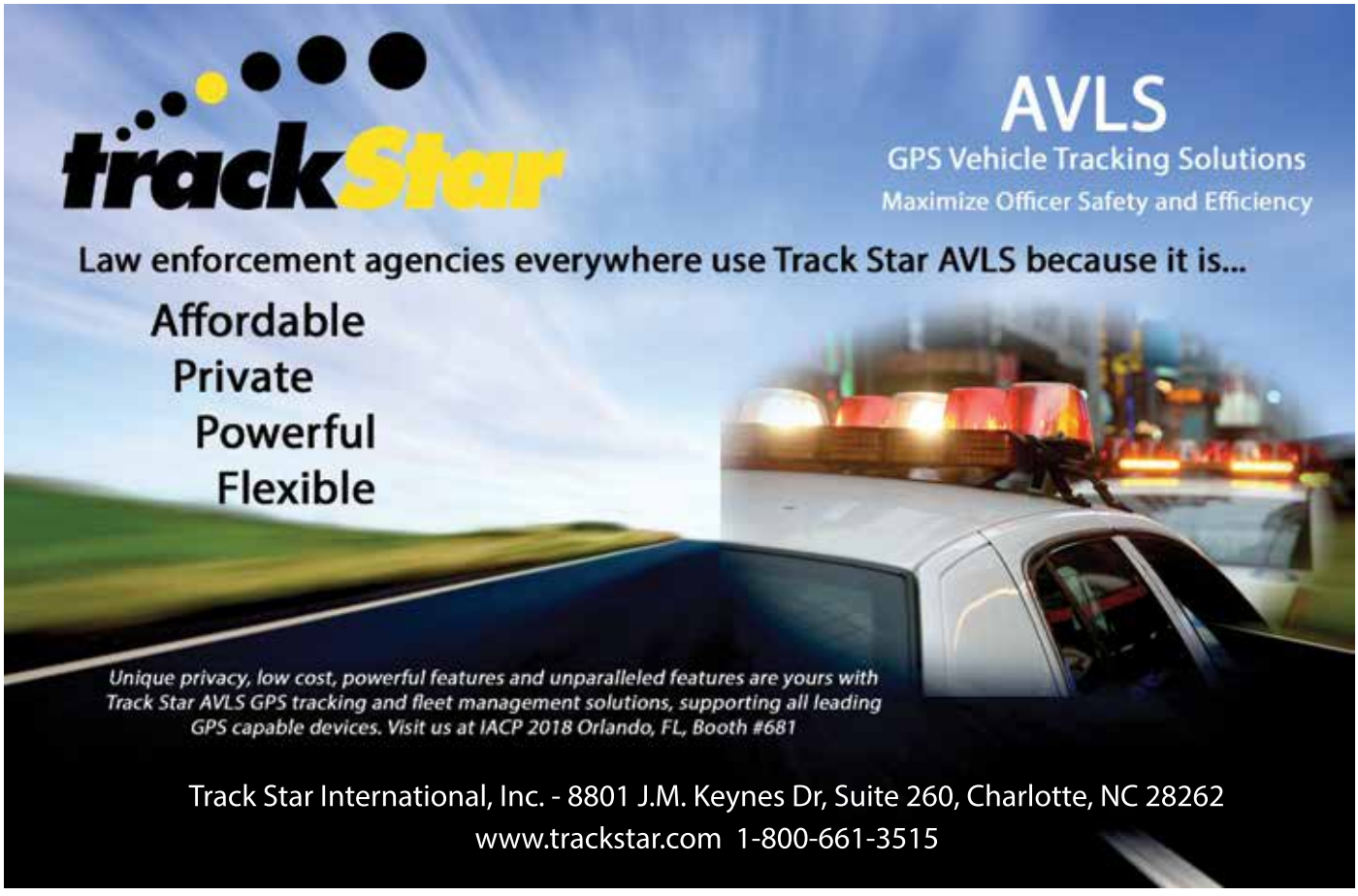

Exhibitorupdate

The **Police Chief** *keeps you on the cutting edge of law enforcement technology with monthly product announcements. For in-depth information, visit these exhibitors' booths at IACP 2018. Items about new or improved products are based on news releases supplied by manufacturers and distributors; IACP endorsement is in no way implied.*

BWC upgrades

Panasonic's new and improved Arbitrator Body Worn Camera (BWC), featuring a single- or two-piece design, is IP67/MIL-STD-810G rated to capture video and audio evidence in nearly any situation. Arbitrator BWC records in 1080P, 720P, and 360P and seamlessly integrates with Panasonic's SafeServ Evidence Management Software. The Arbitrator BWC used with Arbitrator in-car video systems and Panasonic fixed-surveillance cameras forms a unified evidence management platform that preserves the chain of custody. Flexible storage options enable video evidence storage on premise, in the cloud, or in a hybrid storage solution of both. Upgraded features include a longer battery life and secondary point of view camera, as well as now supporting H.265 video compression.

For more information, visit https://us.panasonic.com/bwc and IACP 2018 Booth 1527.

Updated LPR solution

Leonardo expands its ELSAG automatic license plate recognition (ALPR) solution with advanced computer vision software. Leonardo introduces a make, type, and color recognition feature called ELSAG MTC to its ELSAG Enterprise Operation Center (EOC). Using advanced computer vision software, ELSAG ALPR can now capture data on a vehicle's make; type (sedan, SUV, hatchback, pickup, minivan, van, box truck); and general color (red, blue, green, white, and yellow). The solution actively recognizes the 34 most common vehicle brands on U.S. roads. Additionally, the software can identify unique vehicle markings like a pedestal spoiler, roof rack, spare tire, bumper sticker, or a ride-sharing company decal.

For more information, visit www.leonardocompany-us.com and IACP 2018 Booth 1700.

Manned-unmanned integration

Textron Systems and Textron Aviation announce the successful integration of the company's manned-unmanned teaming capability, by using Synturian control and collaboration technology aboard an inflight Scorpion jet. Synturian control and collaboration technologies empower situational awareness and informed action. The Synturian family of products includes two main product lines: Synturian Control and Synturian Remote. Synturian Control is a multi-platform, multi-vehicle, multi-domain control system that enhances collaboration and dissemination of information. Synturian Remote features mobile, network-strengthened tools that enhance situational awareness through timely information and collaboration. Both Synturian Control and Synturian Remote package these capabilities into small, lightweight hardware that are scalable based on customer needs.

For more information, visit www.textron.com and IACP 2018 Booth 2001.

Update to narcotics analyzer

A new update for the Thermo Scientific TruNarc handheld narcotics analyzer adds 47 new substances, including 19 fentanyl derivatives, to the analyzer's onboard library, providing law enforcement agents, narcotics officers, and customs personnel with additional capabilities to counter the opioid epidemic. In addition to fentanyl derivatives, the new library update includes cathinone derivatives, cannabinoids, and MDMA derivatives, bringing the library's total number of substances to more than 450. The TruNarc analyzer is designed to allow users to quickly and accurately identify narcotics, precursors, cutting agents, painkillers, and many emerging drug threats, while protecting officers in the field—in many cases by reducing the need for personnel to be exposed to unknown substances

For more information, visit www.thermofisher.com/trunarc and IACP 2018 Booth 809.

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Courtesy of the Australian Department of Defence.

Nano-unmanned aerial vehicle

FLIR Systems, Inc., launches the Black Hornet 3 nano-unmanned aerial vehicle (UAV). The Black Hornet personal reconnaissance system is already the world's smallest combat-proven nano-unmanned aerial system (UAS), weighing only 32 grams, and FLIR's next-generation Black Hornet 3 nano-UAV adds the ability to navigate in GPS-denied environments, enabling first responders to maintain situational awareness no matter where the mission takes them. The Black Hornet 3 immediately gives SWAT teams and first responders intelligence and reconnaissance capability. It incorporates sharper imaging processing, featuring a micro-camera core and a visible sensor. It also features an improved encrypted digital datalink, enabling seamless communications and imagery.

For more information, visit www.flir.com/blackhornet and IACP 2018 Booth 1711

Artificial intelligence center

Axon announces the first center for artificial intelligence (AI) training on public safety data. The AI center is designed to comply with the FBI's Criminal Justice Information Services (CJIS) Security Policy. Agencies must opt-in to share data with the center, where the data will be used to train AI models to automate workflows. The center's heightened security ensures the data used to develop these systems are secure. The center will develop a range of capabilities to increase police efficiency and efficacy, including software to enable vehicle, speech, and critical event recognition. Initially, the team is training the AI algorithm for automatic license plate recognition to aid in automated data analysis. Agencies interested in becoming a data partner can email AI@axon.com to learn more.

For more information, visit www.axon.com or visit IACP 2018 Booth 1839.

Smartphone for first responders

The FirstNet Ready V35 ThinQ by AT&T comes with built-in Band 14 access, so first responders will have even more coverage and capacity as FirstNet is built out across the United States. The V35 ThinQ accepts FirstNet SIM, allowing first responders to know they are on a separate network dedicated to them. The V35 ThinQ supports LG GATE, which has government-grade FIPS-140-2 certification and AES 256-bit encryption. First responders can take enterprise security with them when in the field. Plus, with Microsoft Exchange ActiveSync (EAS), agencies can better enforce simple security policies. It is tough, durable, and water and dust resistant.

For more information, visit www.att.com/publicsafety and IACP 2018 Booth 2639.

Self-contained LPR system

Total Recall Corporation offers CrimeEye License Plate Recognition (LPR). CrimeEye LPR is a portable, self-contained LPR system. It includes an automatic license plate recognition (ALPR) camera, emergency battery backup, WiFi, and pole mount. Thanks to its all-inclusive design, a CrimeEye LPR unit can be quickly attached to a street pole in an area of interest and instantly stream captured data to a command center. With such portability, police departments are able to have an audit trail of passing traffic and an alarm on BOLOs and use this CrimeEye solution to help reduce crime in different areas of interest at various times.

For more information, visit http://totalrecallcorp.com and IACP 2018 Booth 839.

Tactical flashlights

Pelican Products, Inc. has introduced the Pelican 7 Series LED tactical flashlights family. Pelican takes flashlight technology to the next level with the introduction of the newest lights in the 7 Series, the Pelican 7110, 7610, 7620, and 7070R tactical flashlights. One of the distinct features of the all-new Pelican 7110, 7610, and 7620 tactical flashlights is the ability to reload multiple battery choices, including AA, CR123, and rechargeable, giving officers flexibility and never leaving them without light when it's needed most. The game-changing Pelican 7070R tactical flashlight features exciting, industry-first Bluetooth wireless technology, allowing the user to personalize the modes (up to 5 switch sequences with varied light levels and flashing modes) through the intuitive app. This, combined with wireless USB charging, makes it the most advanced Pelican flashlight to date.

For more information, visit www.pelican.com/7series and IACP 2018 Booth 715.

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NEW MEMBERS

This posting of new member applications is published pursuant to the provisions of the IACP Constitution & Rules. If any active member in good standing objects to any application, written notice of the objection must be submitted to the executive director within 60 days of publication. The application in question shall then be submitted to the Executive Committee and shall require the affirmative vote of two-thirds of the members of that committee for admission of the applicant.

The full membership listing can be found in the members-only area of the IACP website (www.theiacp.org).

Contact information for all members can be found online in the members-only IACP Membership Directory.

***Associate Members**
All other listings are active members.

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Cobo, Aida, Chief Commissioner, Albanian State Police
Drishti, Greta, Vice Commissioner, Albanian State Police

CANADA

Alberta

Edmonton
*Davis, Robert C, Sergeant, Edmonton Police Service
*McAuley, Mike W, Constable, Edmonton Police Service

Fort McMurray
*Grant, Suzanne, Alberta Peace Officer/Investigator, Govt of Alberta

Manitoba

Winnipeg
*English, Jason, Constable, Winnipeg Police Service

Newfoundland and Labrador

St. John's
*White, Gerald, A/Constable, RCMP

Ontario

Aurora
*Mulroy, Brenda, Assistant Manager Strategic Services Bureau, York Regional Police Service

Ottawa
*Froats, Troy, Constable/DRE Instructor, Ottawa Police Service
*Jellinek, Tommy, Constable/DRE Instructor, Ottawa Police Service

Thunder Bay
*Lewis, Tracy, Staff Sergeant, Thunder Bay Police Service

Toronto
*Odynn, Ellis, Chief AI Officer & Fraud/AML Investigator, Digital Finance Institute

Quebec

Montreal
Potvin, Jimmy, Inspector/Chief, Surete Du Quebec

Saskatchewan

Saskatoon
*Smith, Ashley, Director of Legal Services Division, Saskatoon Police Service

COLOMBIA

Bogota
*Suarez, Claudia, Mayor, Colombian National Police
Hernandez, Sandra, Colonel, Colombian National Police

Fusagasuga
Patino, Dalila, Colonel, Colombian National Police

Sabaneta Antioquia
*Parra, Erika, Mayor, Colombian National Police

MEXICO

Aguascalientes
Gonzalez Morales, Griselda, Vice Fiscal Juridica, Fiscalia General del Estado de Aguascalientes
Gonzalez Ramirez, Beatriz Elena, Coordinadora General, Fiscalia General del Estado de Aguascalientes
Herrera Rosales, Jose de Jesus, Subinspector, Secretaria de Seguridad
Pina Lopez, Jose de Jesus, Subinspector, Secretaria de Seguridad
Zavala Proa, Demetrio Rafael, Subinspector, Secretaria de Seguridad

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Quinonez Rios, Jesus Jose, Director General Admin & Finance, Secretaria de Seguridad
Rojas Perez, Astrid Valeria, Subprocuradora and Coordinadora CJM, Procuraduria General de Justicia

NIGERIA

Abuja
*Adeleke, Adesola, Sergeant, Nigeria Police Force
*Adeniyi, Adewole Alade, Deputy Superintendent of Customs, Nigeria Customs Service
Emmanuel, Ogwuche, Assistant Superintendent of Police, Nigeria Police Force
*Ganiyu, Fatima Ladi, Consultant, Nigeria Police Force
*Ibrahim, Mary Hyelasinda, Assistant Superintendent of Customs, Nigeria Customs Service
*Iyaji, Maryam, Graduate Trainee 2, Nigeria Police Force
Jimoh, Abdulkadir, Assistant Commissioner of Police, Economic & Financial Crimes Commission
*Mohammed, Ismaila, Superintendent of Customs, Nigeria Customs Service
Omerejie, Friday, Deputy Superintendent of Police, Nigeria Police Force
*Oyewale, Oyeladun Basirat, Assistant Superintendent of Customs, Nigeria Customs Service
*Peter, Hilda, Inspector of Police, Nigeria Police Force

Ado-Ekiti
*Esan, Elijah, Sergeant Administration, Nigeria Police Force

Asaba
*Osuji, Eileen, Sergeant, Nigeria Police Force

Benin
Gomna, Usman Sule, Deputy Commissioner of Police, Nigeria Police Force

Bida
*Sa'Ad, Mohammed, Member, Police Community Relations Committee
*Umar, Ibrahim Danladi, Member, Police Community Relations Committee

Ibadan
*Oloyede, Lawal Olajide, Inspector of Police, Nigeria Police Force

Ikeja
Afilaka, Moshood Ronke, Deputy Superintendent of Police, Nigeria Police Force
Mulero, Victoria, Superintendent of Police, Nigeria Police Force
Onifade, Oluwatobi Daniel, Deputy Superintendent of Police, Nigeria Police Force

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*Adeyemi, Oluwole Steven, Inspector of Police, Nigeria Police Force
Emeka, Okwor Remigius, Assistant Commissioner of Police, Nigeria Police Force
Iyogun, Peter, Assistant Superintendent of Police, Nigeria Police Force
*Iziomoh, Helen Ayo, Civilian Police Officer, Nigeria Police Force
*Jerry, Mercy, Police Officer, Nigeria Police Force
*Okoye-Akinyemi, Faustina Obianuju, Police Officer, Nigeria Police Force
Salam, Rasaq, Assistant Superintendent of Police, Nigeria Police Force
*Sobowale, Omotunde Atanda, Police Officer, Nigeria Police Force
Usiholo, Rukayya Rosemary, Assistant Superintendent of Police, Nigeria Police Force

Oke-Ira
*Sunday, Faniran Temitope, Sergeant, Nigeria Police Force

Onipanu-Ota
Lamina, Yussuf Ayinla, Assistant Superintendent of Police, Nigeria Police Force

Osogbo
Adekunle, Ojo Gbenga, Assistant Superintendent of Police, Nigeria Police Force
*Oyegoke, Jacob Adejare, Member, Police Community Relations Committee

Owerri
Ugiagbe, Osamede, Deputy Superintendent of Police, Nigeria Police Force

Port Harcourt
Halilu, Muawiyah, Chief Superintendent of Police, Nigeria Police Force

Takum
Ndibe, Nnaemeka, Chief Superintendent of Police, Nigeria Police Force

SIERRA LEONE

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*Samura, Francis Trevor, Team Site Operations Officer, Sierra Leone Police

SWEDEN

Malmo
*Magnusson, Mia-Maria, Malmo Univ

UNITED KINGDOM

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*Apps, Graham, Univ of Dundee
*O'Neill, Megan, Univ of Dundee
*Richardson, Matthew, Univ of Dundee
*Taylor, Claire, Abertay Univ

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*Gambier-Ross, Katie, Univ of Edinburgh
*Heyman, Inga, Edinburgh Napier Univ
*Ralph, Liam, Edinburgh Napier Univ
*Wooff, Andrew, Edinburgh Napier Univ

Fife
*Harris, Brian, Univ of St Andrews

Glasgow
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Paisley
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*Martin, Denise, Univ of West Scotland
*Tatnell, Andy, Univ of West Scotland

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Decatur
*Paul, Christopher, President, Strategic Systems Inc

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Giles, Kirk, Deputy Chief of Police, Huntsville Police Dept
Izzo, Michael, Captain, Huntsville Police Dept
*Lawler, Jason, Special Agent, ATF / Justice
Malone, Jeshenry, Captain, Huntsville Police Dept
*Nesmith, Adam, Special Agent/Branch Chief, ATF / Justice
*Nollau, Matthew, Supervisory Special Agent, ATF / Justice
Rice, Jeffrey, Captain, Huntsville Police Dept
Watson, James, Director/Division Chief, ATF / Justice

Montgomery
Tatum, Arthur S, Chief of Operations, Montgomery Police Dept

Alaska

Fairbanks
Jewkes, Eric A, Chief of Police, Fairbanks Police Dept

Arizona

Phoenix
*Ferguson, Sherill L, Intelligence Manager, Rocky Mountain Information Network

Scottsdale
*Sanchez, Toby, Program Director, Ammo Inc

Somerton
Turitto, Joseph, Chief of Police, Somerton Police Dept

Tempe
*Bottema, A Johannes, Arizona State Univ
*Gagnon, Analisa, Arizona State Univ
*Huff, Jessica, Arizona State Univ
*Padilla, Kathleen, Arizona State Univ
*Somers, Logan, Arizona State Univ
*Wilson, Randy, Lieutenant, Tempe Police Dept

Yuma
*Johnson, Peter, Supervisory Special Agent, Drug Enforcement Administration

Armed Forces Americas

DPO
*Garcia, Alberto, Law Enforcement & Corrections Advisor, US Dept of State INL

California

Elk Grove
*Jimenez, Jason, Police Officer, Elk Grove Police Dept

Folsom
Lewis, John, Lieutenant, Folsom Police Dept

Livermore
Young, Jeramy, Captain, Livermore Police Dept

Los Angeles
Espinoza, Gisselle, Captain, Los Angeles Police Dept
*Garner, John, Police Special Investigator, Los Angeles Police Dept

Merced
Goodwin, Christopher, Chief of Police, Merced Police Dept

Monterey Park
Gordon, Kelly, Captain, Monterey Park Police Dept

Oakland
*Gleason, Virginia, Deputy Director, Oakland Police Dept

Orange
Adams, Daniel L, Lieutenant, Orange Police Dept

Sacramento
Britton, Geoff, Chief Office of Law Enforcement Support, California Health and Human Services Agency

San Bernardino
Goodell, Garth, Lieutenant, San Bernardino Co Sheriff's Dept
Jackson, Al, Chief of Police, San Bernardino Community College District Police Dept

San Diego
Ray, Anthony, Commander, San Diego Co Sheriff's Dept
Turner, Hank, Commander, San Diego Co Sheriff's Dept

San Francisco
*Chen, Jeffrey, Police Cadet, San Francisco Police Dept

Santa Barbara
*Giles, Howard, Director of Volunteer Services, Santa Barbara Police Dept

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McLaughlin, Thomas, Lieutenant, Santa Monica Police Dept
Rodriguez, Saul, Lieutenant, Santa Monica Police Dept

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Chraska, James, Deputy Chief of Police, Stockton Police Dept

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Fort Collins
Falbo, Jon, Captain, Colorado State Univ Police Dept

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*Settles, Tanya, CEO, Paradigm Public Affairs LLC

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*Champagne, Holly, American Univ
Cotter, Xenia, Commander, Australian Federal Police
*Martinez, Steven, Special Agent, US Secret Service
*Richardson, James, CALEA, Georgetown Univ Dept of Public Safety
*Rousseau, Lisa, Investigator, US Capitol Police
Veyera, Virgil, Risk Management Branch Chief, Federal Protective Service / DHS

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*Meeks, Richard, Sergeant, Fort Myers Police Dept
Rodriguez, Jay, Captain, Fort Myers Police Dept
Valdivia, Roger, Lieutenant, Fort Myers Police Dept

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Chandler, Robert, Troop Commander/Major, Florida Hwy Patrol

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Peterson, Harold, Chief of Police, Jackson Co School District Police Dept

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*Baldassare, Jane, Special Agent, ATF / Justice
Dutro, Casey, Senior Special Agent, ATF / Justice

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*Smith, Sandra, Division Manager, Palm Beach Co Sheriff's Office

Georgia

Atlanta
*Molnar, Kevin, Sergeant, Atlanta Police Dept
Tyus, Carven, Major, Atlanta Police Dept

Dahlonega
Branyon, Jeff, Chief Marshal, Dahlonega Marshal's Office

Lawrenceville
Sosebee, Terry, Battalion Chief, Gwinnett Co Fire & Emergency Services

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Worley, Rob, Captain, Lilburn Police Dept

Morrow
*Johnson, Melton, Graduate Student, St Leo Univ

Rome
Bailey, Rodney, Major, Rome Police Dept

Savannah
*Hinson, Chris, Sergeant, Chatham-Savannah Counter Narcotics Team

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Meridian
*Parmenter, Tanea, BCI Auditing & Training Specialist, Idaho State Police

Nampa
*Riha, Timothy Sergeant, Nampa Police Dept

Illinois

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Scott, Gregory A, Assistant Chief of Police, Bloomington Police Dept

Calumet City
Zygmuntowski, Jake A, Senior Special Agent in Charge, CSX Transportation Police Dept

Chicago
Bray, Susan, Senior Special Agent, ATF / Justice

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Clark, Edward, Chief of Police, Crest Hill Police Dept

Elwood
Anderson, Andrew, Sergeant, Elwood Police Dept

Midlothian
Delaney, Daniel J, Chief of Police, Midlothian Police Dept

Indiana

Columbia City
Leatherman, Scott R, Chief of Police, Columbia City Police Dept

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*Hartman, Daniel, Patrol Officer, Fort Wayne Police Dept
*Kreiger, John, Sergeant, Fort Wayne Police Dept
*Wiegmann, Jennifer, Patrol Officer, Fort Wayne Police Dept
*Wilson, Matthew, Patrol Officer, Fort Wayne Police Dept

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Hill, Susan, Major, Indianapolis Metropolitan Police Dept
Veschak, David A, Special Agent in Charge, CSX Transportation Police Dept

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*Colborn, Ashley M, Assistant City Attorney, City of South Bend

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Fairfield
*Folkerts, Carrie, Executive Director, South Iowa Area Crime Commission

Kentucky

Cave City
*Roberts, James W, Sergeant, Cave City Police Dept

Highland Heights
Love, Nicholas, Sergeant, Highland Heights Police Dept

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Alexandria
King, Jerrod D, Chief of Police, Alexandria Police Dept

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Aguillard, Toby, Chief of Police, Lafayette Police Dept

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Nichols, Dana, Special Agent in Charge, ATF / Justice

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Winslow
Fleming, Haley L, Captain, Winslow Police Dept

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Waser, Bryan K, Lieutenant, Maryland Capitol Police

Gaithersburg
*Robinson, Casandra, Physical Scientist, National Institute of Standards and Technology

Hyattsville
Brown, Yasmin, Captain, Maryland-National Capital Park Police

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*Hinkle, Phillip, Chief of Staff, Charles Co Sheriff's Office

Takoma Park
Sharpe, James, Deputy Director, Montgomery College Dept of Public Safety

Massachusetts

Boston
*Lombardo, Melissa, Police Officer, Boston Police Dept

Framingham
Pereira, Victor, Deputy Chief of Police, Framingham Police Dept

Hadley
Casey, James, Regional Chief, US Fish and Wildlife Service

Holyoke
Febo, Manuel, Chief of Police, Holyoke Police Dept

Mansfield
Ellsworth, Michael, Deputy Chief of Police, Mansfield Police Dept

Scituate
*Kitchen, Drew, Patrolman, Scituate Police Dept

Springfield
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Taunton
*Martin, Jeffrey, Sergeant, Taunton Police Dept

Michigan

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Card, John, Inspector, Michigan State Police
Kelenske, Chris, Lieutenant Colonel, Michigan State Police

Flint
Grahn, Joel, Lieutenant, Metro Police Authority of Genesee Co

Lansing
Sosinski, David, F/Lieutenant, Michigan State Police
Speights, Detrich, F/Lieutenant, Michigan State Police

Paw Paw
Criger, Shane, Detective Lieutenant, Michigan State Police

Taylor
Barber, Andrea, Lieutenant, Michigan State Police
Grady, James, Post Commander F/Lieutenant, Michigan State Police

Wyoming
Koster, Kim S, Chief/Director of Public Safety, Wyoming Dept of Public Safety

Minnesota

Maple Plain
Kroells, Gary, Director of Public Safety, West Hennepin Dept of Public Safety

Mississippi

Ridgeland
Addison, Thomas Edgar, Lieutenant, Ridgeland Police Dept

Missouri

Clayton
*Dacey, Pamela, Report Clerk, St Louis Co Police Dept
*Gilyon, Emily, Sergeant, St Louis Co Police Dept
*Jensen, Joanna, Sergeant, St Louis Co Police Dept
*King, Lauren, Office Manager, St Louis Co Police Dept
*Klein, Brittany, Police Officer, St Louis Co Police Dept
*Minor, Kimberly, Police Officer, St Louis Co Police Dept
*Moran, Colleen, Sergeant, St Louis Co Police Dept
*Powers, Stephanie, Detective, Clayton Police Dept
*Schwartz, Jenny, Corporal, Clayton Police Dept
*Williams, Arrethie, Sergeant, St Louis Co Police Dept
*Williams, Jenifer, Sergeant, St Louis Co Police Dept

Columbia
*Rhoades, Samantha, Conservation Agent, Missouri Dept of Conservation
*Foran, Sarah, Conservation Agent, Missouri Dept of Conservation

Creve Coeur
*Martin, Nicole, Sergeant, Creve Coeur Police Dept

Jefferson City
*Ettinger-Dietzel, Sarah, Conservation Agent, Missouri Dept of Conservation
*Goins, Carisa, Sergeant, Missouri State Hwy Patrol
*Hammerling, Katherine, Corporal, Missouri State Hwy Patrol
*Littrell, Barbara, Trooper, Missouri State Hwy Patrol
*Pape, Elisha, Trooper, Missouri State Hwy Patrol

Maryland Heights
*Mancusi, Terry, Police Officer, Maryland Heights Police Dept

O Fallon
*Smith, Edward, Training Officer, O'Fallon Police Dept

Oronogo
Carriger, Christopher, Chief of Police, Oronogo Police Dept

Springfield
*Adams, Malissa, Officer, Springfield Police Dept
Eutsler, Chad, Lieutenant, Springfield Police Dept
*Gianopulos, Pam, Officer, Springfield Police Dept
*Kitta, Laura, Police Officer, Springfield Police Dept
*Kleemann, Rachel, Police Officer, Springfield Police Dept
*Marchant, Francene, Executive Secretary, Springfield Police Dept
*Matney, Susan, Investigative Service Specialist, Springfield Police Dept
*Shipley, Betsy, Police Officer, Springfield Police Dept
*Taylor, Chelsea, Detective, Springfield Police Dept

St Charles
*Riter, Lexis, Conservation Agent, Missouri Dept of Conservation

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Olszowka, John, Patrol Captain, St Joseph Police Dept

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Kearney
Young, Michael, Lieutenant, Kearney Police Dept

Elko
McIntosh, Brian D, Agent Supervisor, Nevada Gaming Control Board

Las Vegas
Ojeda, Pamela, Captain, North Las Vegas Police Dept
Raybuck, Todd, Captain, Las Vegas Metropolitan Police Dept

New Hampshire

Lancaster
Valerino, Brian L, High Sheriff, Coos Co Sheriff's Office

Rochester
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New Jersey

Bayonne
Schork, Robert, Captain, Bayonne Police Dept

Bridgewater
Payne, Paul, Captain, Bridgewater Twp Police Dept

Glassboro
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Hoboken
*Costello, Michael, Director of Security, Hoboken City Hall

Jersey City
*Kim, Christopher, Managing Director, Bethel Industries Inc

Morristown
Iaquinto, Anthony, Chief, US Marshals Service

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Gunnell, Edward W, Chief of Police, Spring Lake Heights Police Dept

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Santa Fe
Garcia, Gaspar A, Senior Investigator, 1st Judicial District Attorney's Office

New York

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Passalacqua, Michael, Chief of Police, Geneva Police Dept

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Gutierrez, Robert L, Lieutenant, Univ of Cincinnati Police

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Lemal, John, Captain, Steubenville Police Dept

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South Dakota

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Petersen, Brandon, Chief of Police, Martin Police Dept

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Millsaps, Jarrod, Deputy Chief, Blount Co Sheriff's Office

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Amarillo
*Hildebrand, Jack, Compliance Coordinator, Amarillo Police Dept

Anson
Thompson, Jackie W, Chief of Police, Anson Police Dept

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Sibley, Henry A, Assistant Chief, Texas Dept of Public Safety

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Boshek, Jeffrey, Special Agent in Charge, ATF / Justice
*Fisher, Danielle, Special Agent, ATF / Justice

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*Doyle, Bobby, Lieutenant, Highland Village Police Dept

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James, Tanarra, Director Industry Operations, ATF / Justice
*Poor, Diana, Deputy Director, Houston Police Dept

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Reed, Chris, Chief of Police, Kemah Police Dept

San Marcos
Winkenwerder, Brandon, Assistant Chief of Police, San Marcos Police Dept

The Woodlands
Powell, Jerome L, Deputy Chief of Police, Lonestar College Police Dept

Van Alstyne
*Bohmer, John, Police Officer, Van Alstyne Police Dept

Weslaco
Rivera, Joel, Chief of Police, Weslaco Police Dept

Winters
Geyer, Paula, Chief of Police, Winters Police Dept

Utah

Murray
Lepley, Alex, Lieutenant, Utah Hwy Patrol

Ogden
Eynon, Brian, Lieutenant, Ogden City Police Dept
Farr, William, Lieutenant, Ogden City Police Dept

West Valley City
Buchanan, Scott, Deputy Chief of Police, West Valley City Police Dept

Virginia

Alexandria
Kepp, Jason, Division Director (A), Federal Protective Service / DHS

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Chamberlain, LaTasha, Lieutenant, Arlington Co Police Dept

Chesterfield
*Proffitt, Dennis, Lieutenant, Chesterfield Co Police Dept

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*Grubb, Debbie, George Mason Univ
*Koper, Christopher, George Mason Univ
*Stoltz, Megan, George Mason Univ
*Willis, James, George Mason Univ
*Wire, Sean, George Mason Univ
*Zastrow, Taryn, George Mason Univ
*Grubb, Debbie, George Mason Univ

Leesburg
*Ihara, Christopher, Senior Trooper, Virginia State Police

Quantico
Doyle, Jay, Executive Assistant Director, Naval Criminal Investigative Service
Oakes, Jonathan, Assistant Director, Naval Criminal Investigative Service

Reston
*Balser, David, Director, The Informatics Applications Group Inc

Richmond
*Le, Kelvin, Student, Virginia Commonwealth Univ
Olha, Brian, Captain, Virginia State Police

Washington

Everett
Templeman, Dan, Chief of Police, Everett Police Dept

Pasco
Harpster, Jeff, Captain, Pasco Police Dept

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*Thomas, Brianna, Chief of Staff, Seattle Office of the Inspector General
*Tsai, Amy, Deputy Inspector General, Seattle Office of the Inspector General

Spokane
Olsen, Eric, Major, Spokane Police Dept

West Virginia

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Bowens, Christopher, Special Agent in Charge, CSX Transportation Police Dept

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❑ d. 26 - 49 ❑ e. 50 - 99 ❑ f. 100 - 249 ❑ g. 250 - 499 ❑ h. 500 - 999 ❑ i. 1000+

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Madison
Patterson, John, Captain, Madison Police Dept

Wyoming

Cheyenne
Williams, Forrest, Deputy Director, Wyoming Division of Criminal Investigation

The IACP notes the passing of the following association members with deepest regret and extends its sympathy to their families and coworkers left to carry on without them.

Norman Botsford, Chief of Police (ret.), Gainesville, Florida (life member)

Raymond Donovan, Chief of Police (ret.), Ocean City, Maryland (life member)

Kurt Dubowski, Professor of Medicine (ret.), University of Oklahoma College of Medicine (life member)

Robert Lowery, Chief of Police (ret.), Florissant, Missouri (life member)

Donald McDonald, Chief of Police (ret.), Rock Hill, Missouri (life member)

Francis Mullen, Chief of Police (ret.), Quincy, Massachusetts (life member)

John Treanor, Director of Public Safety (ret.), Greenacres, Florida (life member)

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Line of Duty Deaths

"They will be remembered—not for the way they died, but for how they lived."

The IACP wishes to acknowledge the following officers, who made the ultimate sacrifice for their communities and the people they served. We extend our prayers and deepest sympathies to their families, friends, and colleagues.

Police Officers Vu X. Nguyen
Cleveland Division of Police, Ohio
Date of Death: July 6, 2018
Length of Service: 25 years

Deputy Jailer Randy ZoeRay Haddix
Cheyenne County Sheriff's Office, Nebraska
Date of Death: July 9, 2018
Length of Service: 15 years

Sergeant Michael C. Chesna
Weymouth Police Department, Massachusetts
Date of Death: July 15, 2018
Length of Service: 6 years (with agency)

Special Agent Noel Edward Remagen
U.S. Department of Homeland
Date of Death: July 17, 2018
Length of Service: 19 years (with agency)

Corrections Officer Joseph Gomm
Minnesota Department of Corrections
Date of Death: July 18, 2018
Length of Service: 16 years

Police Officer Bronson K. Kaliloa
Hawaii County Police Department, Hawaii
Date of Death: July 18, 2018
Length of Service: 10 years

Agent Cadet Immanuel James Washington
Louisiana Department of Wildlife and Fisheries
Date of Death: July 18, 2018
Length of Service: 10 years

Corrections Officer Kyle Lawrence Eng
Las Vegas Department of Public Safety, Division of Corrections, Nevada
Date of Death: July 19, 2018
Length of Service: 7 months

Senior Corporal Earl "Jamie" Givens, III
Dallas Police Department, Texas
Date of Death: July 21, 2018
Length of Service: 32 years

Police Officer Diego Moreno
Kent Police Department, Washington
Date of Death: July 22, 2018
Length of Service: 8 years

Trooper Tyler Edenhofer
Arizona Department of Public Safety
Date of Death: July 25, 2018
Length of Service: 3 months

Police Officer Michael J. Michalski
Milwaukee Police Department, Wisconsin
Date of Death: July 25, 2018
Length of Service: 17 years

Police Officer Adam Edward Jobbers-Miller
Fort Myers Police Department, Florida
Date of Death: July 28, 2018
Length of Service: 3 years

Investigator Timothy Dale Cole, Sr.
Comanche County District Attorney's Office, Oklahoma
Date of Death: August 4, 2018

Officer Kirk A. Griess
California Highway Patrol
Date of Death: August 10, 2018
Length of Service: 19 years

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Balancing Data Security with Access to Video Evidence

By Grant Fredericks, Forensic Video Solutions

One of the most prolific sources of evidence available to investigators comes from video images, so why do so many police agencies fail to give officers the tools required to effectively examine their video evidence? The answer is simple; the solution to this conundrum may be a bit more complicated.

The inevitable clash between the detective's need for immediate access to critical video data and the agency's IT mission to protect the network at all costs often creates a lose-lose operational model where public safety takes a back seat to data security. On one hand, if the investigator downloads a proprietary video codec or an unknown executable video player, malware, viruses, and bloatware could potentially cripple a client computer, or worse, bring down an entire IT infrastructure. On the other hand, a police agency network that is so secure that data protections choke software applications to the point of inoperability can be equally harmful, as valuable third-party technologies are often rendered ineffective and investigations are stalled.

There are several reasons for the restrictive level of IT protections of video evidence. One reason was made quite clear this past spring when the warning bells went off loudly in Washington, DC. When the U.S. House of Representatives voted to advance the FY 2019 National Defense Authorization Act (NDAA), a bill authorizing funding for national defense, U.S. Representative Vickey Hartzler (R-MO) offered a bipartisan amendment to ensure that federal agencies do not purchase Chinese-made surveillance cameras due to the ominous discovery that the systems were "calling home." Representative Hartzler, who is the chair of the House Armed Services Subcommittee on Oversight and Investigations, said that several Chinese makers of video surveillance technologies, including Huawei, Hikvision, and Dahua, which are commonly used in the United States and Canada, include code that can send user-data back to Beijing:

> *Video surveillance and security equipment sold by Chinese companies exposes the U.S. government to significant vulnerabilities and my amendment will ensure that China cannot create a video surveillance network within federal agencies.*[1]

According to James Emerson, CEO of Public Safety-ISAO, a nonprofit team of information technology experts helping agencies manage risk to public safety technology and data,

> *The fear of built-in vulnerabilities in foreign-made IP cameras and similar technologies, combined with the threats of malware from domestic DVR manufacturers, are real and they keep IT managers up at night… But sometimes Public Safety data safeguarding within an agency can be overly biased toward Cybersecurity compliance without due consideration of approaches to accommodate critical Forensic and Investigative mission accomplishment.*[2]

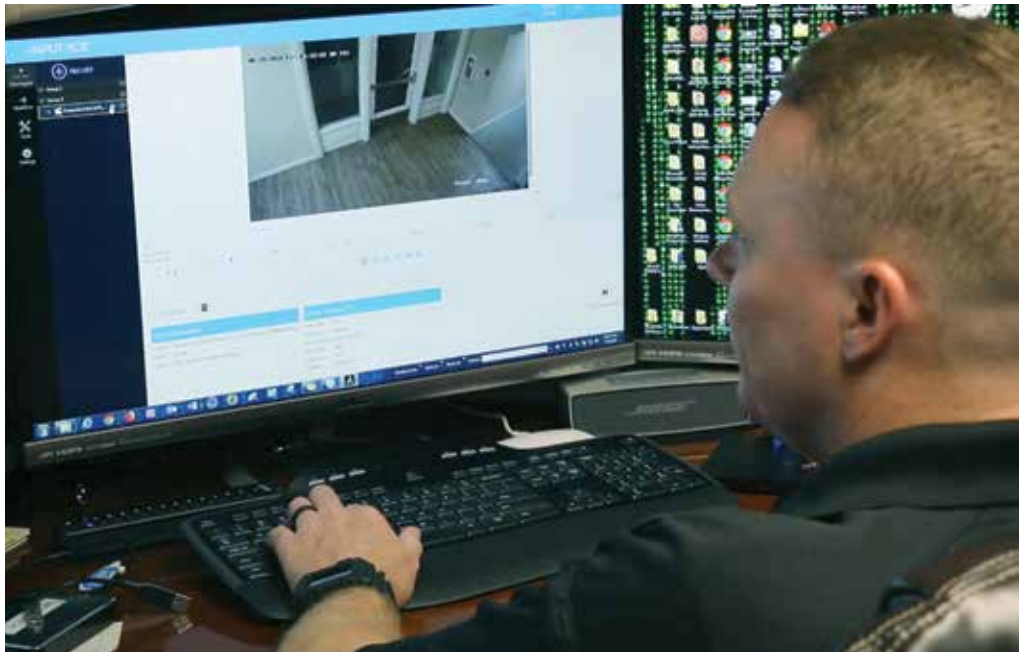
For instance, policies and infrastructure controls designed to secure historical data and network traffic are challenged by current video data volume and proprietary tool requirements. "IT managers must balance the needs of investigators to access their video evidence with the requirement to protect data," insists Emerson, warning,

> *IT is sometimes preventing investigators from doing their jobs by limiting access to high-volume data packets, such as video evidence, which ultimately deprives the agency from meeting its public duty to serve and protect.*

So, how did this challenge become such an issue?

Traditional IT management strategies attempt to solve the problem of securely moving relatively small data-sets throughout a network. But video is not text, and digital video evidence can easily takeover a network's limited bandwidth, reducing the movement of all data to a trickle. The Seattle, Washington, Police Department, which collects over 2 TB of video data per day from its in-car and body-worn video systems alone, quickly learned that moving video evidence around the department efficiently was critical to serving the public's demand for transparency, while also meeting its investigators' needs to view video evidence. Initially, the department supported a 1 GB per second (Gbps) pipe, which was doubled to 2Gbps while SPD was the subject of a lengthy Federal Consent Decree. Currently, although the department is in full and effective compliance of the consent decree, the agency's data operations are opening its bandwidth further to an impressive 10Gbps.[3]

Jimmy Schroering, a former network administrator and an expert in digital forensics with experience working for state and federal investigation bureaus, remarks that IT departments have always had to deal with challenges associated with visual evidence, but the landscape and those challenges have evolved over the years.



Back in the analog video days, it used to be that the biggest problem an IT department faced when it came to video evidence was where to store it all. The captured raw data was huge, which also meant only specialized computers could really access it efficiently. This inherently limited exposure from the information technology side since not every investigator with a laptop could access the video evidence.[4]

Moving large amounts of video data across a law enforcement network is no longer an option, notes Emerson. "It's a requirement. Police agencies are in the video-age, and Justice is about to push every agency IT Manager to provide full- and open-access to video evidence."

Tommy Hutson, Denton County, Texas, applications support manager for public safety and the courts, echoes Emerson's prediction,

I have to deal with the evidence, whatever it is. When it comes to video, it is so common today that I don't have the luxury to say "no" when a prosecutor or investigator needs to play their visual evidence on a county computer.[5]

Hutson notes that most IT managers don't fully understand video technology, seeing it as a threat rather than as a valuable asset. He says the fear is based on the misunderstanding that video collected from crime scenes requires investigators to download codecs or proprietary players onto their computers.

At the New Brunswick, New Jersey, Police Department, detectives have solved the immediate problem of exposing their department computers to outside virus and malware threats commonly associated to downloads of proprietary codecs. Sergeant Brandon Epstein, who is assigned to the department's Identification Bureau, says,

There is software available now that can provide your entire agency with a site license, giving all of your investigators and prosecutors instant access to about 90% of proprietary video files, without the need to download questionable codecs or players.[6]

Sergeant Epstein also notes that additional tools allow investigators to simply connect a DVR hard drive to a computer in the field or in the office and then transfer just the targeted video data. The raw video data can then be viewed in a secure, third-party tool.

[Video analysis software] has dramatically expedited the video related cases of our entire Investigation Division… Support requests to authorize admin rights or to rebuild operating systems due to the introduction of corrupt files is mitigated when individual video codecs and associated player software are no longer needed by the detectives.

Jim Kennedy, manager of the New York State Police Forensic Video Multimedia Services Unit, says that his agency deals with thousands of video-related cases each year, and he depends on his IT department to support unfettered access to video evidence:

We have over 4,500 sworn personnel throughout the state and each of them receives some video training relating to how to access the images without compromising their computers. We couldn't possibly meet the demands of each investigator who would otherwise need help to simply view their video evidence.[7]

Kennedy is planning a further rollout of video access technology to each of the 10 New York State troops.

An expansion of [video analysis] technology to our field computer crimes investigators and to our Bureau of Criminal Investigations will open access to video evidence, exponentially expedite casework, while ensuring our network remains secure.

Emerson counsels IT managers to carefully and vigilantly assess the risk to their network, but he warns that if they fail to leverage new and effective tools that are needed to run a modern investigation agency, they are not helping the agency serve their public mandate.

Play it safe!

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When it comes to video evidence, the tail is often wagging the dog. Instead of getting the IT guys to push proven technology, they are pulling against it. This is a business decision, and the business of policing is investigation and successful prosecutions. It's our job as network experts to stop saying "no."

Emerson accepts that there are always risks involved in moving data, pointing out that "no network is risk free." He advises agencies to assess the risks and benefits and to determine how they can best serve their users.

There is no doubt that video is a critical operational asset. Equally as certain is the risks that proprietary video players and many codecs present to an agency's network, as highlighted clearly by Representative Hartzler's warning of the current Chinese spyware threats. The solution might be found in the video practices established by the New York State Police, Denton County District Attorney's Office, and other agencies that have recently expanded their systems to host larger amounts of visual evidence. They've discovered that to play proprietary video, investigators and prosecutors don't need to download codecs or use manufacturers' players. If an agency is struggling to balance the security of its IT infrastructure and the operational demands for access to volumes of video evidence, then it might be time to look at new technology options that eliminate the dependency on risky downloads of proprietary video players and their associated codecs. ❖

Notes:

[1]United States Congresswoman Vicky Hartzler, "National Defense Authorization Act Passes the House," press release, May 24, 2018.

[2]James J. Emerson (CEO, Public Safety-ISAO), telephone and email communications, July 2018.

[3]Rebecca Boatright (chief legal officer, Seattle Police Department), email, July 31, 2018; Brian G. Maxey (COO, Seattle Police Department), email, July 31, 2018.

[4]Jimmy Schroeing (CEO, DME Forensics), telephone and email communications, July 2018.

[5]Tommy Hutson (Denton County District Attorney's Office), telephone and email communications, July 2018.

[6]Brandon Epstein (sergeant, New Brunswick Police Department), telephone interview, August 1, 2018.

[7]James Kennedy (New York State Police), telephone and email communications, July 2018.

Grant Fredericks is a certified forensic video analyst and video codec expert who has been instructing for the FBI National Academy in Quantico, Virginia, on video and technology issues since 2002. He has provided technical assistance for the U.S. Department of Justice, the National Institute of Justice, and others on high-profile investigations around the world. His work as the technical manager for one of the largest criminal investigations in North America, which involved over 5,000 hours of video, was awarded the IACP's award for Excellence in Criminal Investigation. Grant is a former police officer and coordinator of the Vancouver, Canada, Police Department Forensic Video Section. He is now the owner of Forensic Video Solutions and regularly consults on major crime investigations involving video evidence and is director of law enforcement training for iNPUT-ACE.

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Rapid Highway Clearance Strategies

By Brad Blair, Deputy Commissioner, Ontario Provincial Police

The Greater Toronto Area (GTA) is home to 6.4 million residents (according to the 2016 census), almost 50 percent of Ontario's population. GTA highways are known to experience some of the most significant traffic congestion in North America. A recent study commissioned by the Canadian Automobile Association collected and analyzed speed and volume data on highways in urban areas across Canada to identify the worst highway bottlenecks. Of the top 20 in Canada, 10 were in the GTA. In relation to cities across the United States, GTA highways also ranked in the top 10 in terms of congestion.[1]

Congestion is expensive. A Metrolinx study concluded that in 2006, the annual cost of congestion to commuters in the GTA was already $3.3 billion. This cost comes from travel delays, increased impact to the environment, increased vehicle costs due to travel delays, and an increased chance of vehicle collisions. Looking ahead to 2031, these costs are expected to balloon to 7.8 billion dollars per year.[2]

There are many causes of road congestion, including volume (demand exceeds capacity), weather and road conditions, visual distractions, construction, and traffic incidents. Traffic incidents account for approximately 25 percent of all delays and are generally the most significant in terms of prolonged closures and slowdowns.[3]

Road closures due to major traffic investigations involving serious personal injury or death, as well as commercial motor vehicle incidents such as tractor trailer jackknifes and load spills, regrettably occur with some regularity on the GTA highways. These road closures put added stress on an already overburdened road transportation system, often affecting surrounding municipalities for 12 hours or more before the system can return to normal.

According to the U.S. Federal Highway Administration,

> *TIM [Traffic Incident Management] consists of a planned and coordinated multi-disciplinary process to detect, respond to, and clear traffic incidents so that traffic flow may be restored as safely and quickly as possible. Effective TIM reduces the duration and impacts of traffic incidents and improves the safety of motorists, crash victims and emergency responders.*[4]

The Ontario Provincial Police (OPP) have utilized TIM principles for a number of years, ensuring their response to these incidents is expedient, and the organization has employed a multitude of strategies across the province to ensure the highways are restored as quickly as possible following an incident. OPP's most notable successes in the GTA have been the implementation of Traffic Incident Management and Enforcement (TIME) teams and the expansion of the collision reporting center network across the area.

TIME Teams

TIME teams are dedicated traffic response teams led by a traffic sergeant and composed of various specialty officers including technical traffic collision investigators; commercial motor vehicle inspectors; reconstructionists; crime scene officers; commercial motor vehicle inspectors; investigative mechanics; and just recently, drug recognition experts. These teams respond together from across the GTA to immediately assess and collaboratively work to remediate scenes quickly. There is a team on duty 24/7 in the GTA, and the teams provide support to eight detachments that include approximately 3,000 kilometers of highway. The primary objectives of the TIME teams are rapid clearance and investigative excellence for benchmark collisions. Benchmark collisions include those that are fatal or involve vehicle occupants sustaining life-altering injuries, collisions involving government automobiles, suspect apprehension pursuits involving collisions, Special Investigations Unit investigations, and commercial motor vehicle collisions.

Traffic incidents account for approximately 25 percent of all delays and are generally the most significant in terms of prolonged closures and slowdowns.

The 24/7 coverage is provided by four platoons working 12-hour shifts to ensure an immediate response. Each platoon ensures the appropriate investigative specialties are available at all times; several of the officers are cross-trained and able to perform more than one specialty function. In the event of concurrent incidents, a second team is available on an on-call basis. Where there are more than two incidents ongoing at the same time, the teams have the capacity to split in two given the cross-training. Benchmark collisions typically result in highway closures to major transportation conduits throughout the GTA. Teams work to capture evidence and clear major highways as soon as possible. On-scene investigation usually takes a minimum of two hours with a rapid clearance goal of no more than four hours for the closure. More complex investigations and recoveries involving multiple fatalities or commercial motor vehicles can take more time, especially if there are dangerous goods involved.

Evidence collection is one of the primary responsibilities of the TIME team. Each reconstructionist is equipped with a robotic total station. A total station is a surveying instrument used to measure angles and distances using a combination of a theodolite with electronic distance measurement. The theodolite is used to measure horizontal and vertical angles, while an onboard laser reads slope distances to a particular point. The use of a robotic total station allows a single operator to perform all functions by remote control, negating the need for a second person to assist. The stations are also equipped with the latest technology in scene mapping—an unmanned aerial system (UAS). This system utilizes aerial photography and video to create an orthomosaic aerial image. The system provides a photo "grid-map" of the scene. The software also allows for the reconstructionist to manipulate both 2-D and 3-D images of the scene from various vantage points. The accuracy of the UAS is one centimeter per pixel. A robotic total station takes approximately two hours to "map" a collision scene, while the UAS reduces this time to approximately 10 minutes.

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Investigative excellence is of primary importance in relation to any major traffic incident. The traffic sergeant has overall responsibility for the investigation. All traffic sergeants are trained in the Ontario Major Case Management model, which is designed to provide for a flexible, yet standardized, response to major case investigations based on the requirements of the particular case. The circumstances of each major case will dictate the level and extent to which resources will be assigned to each investigative function. The objective of this system is to ensure that the police response is commensurate with the requirements of the particular investigation. An investigation by a TIME team will take on average, approximately 76 hours of follow up and report writing to complete the investigation, and many investigations will result in Highway Traffic Act or criminal charges. These investigations might also include several hours, days, or weeks when team members and the traffic sergeant are in court as part of the prosecution team. In 2017, the GTA TIME teams attended 127 fatal or life-altering collisions, 224 commercial motor vehicle incidents, and 51 government automobile collisions—and provided assistance to crime scene officers for 62 occurrences. In total, the TIME teams assisted with 464 occurrences in 2017.

In order to ensure the TIME members are effectively utilized at all times, when members are not attending a benchmark collision or following up on investigations, they will assist the GTA detachments with calls for service and participate in general enforcement duties outside of their primary investigative duties, further contributing to the OPP road safety efforts in the GTA.

The TIME teams have been in existence in the GTA for some time. They have gone through a number of iterations over the years in terms of their size and increasing level of specializations. Due to the success of the GTA model, the OPP has recently expanded this concept elsewhere across the province.

Statement of Ownership Management and Circulation

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Collision Reporting Center Network

Another service area in which the OPP has adopted TIM concepts for rapid clearance is through the expansion of its collision reporting center (CRC) network. CRCs are locations where drivers involved in a collision can go to report it, either immediately or up to 48 hours after the fact. It gets these drivers off the highway and back to safety in a much more expedient manner than the traditional response model of waiting at the roadside for police to attend the scene. The benefits include the ability for motorists to report collisions in a safe and convenient manner; reduction of traffic congestion; reduction in the number of secondary collisions; and improved customer service. The OPP has had two collision reporting centers in the GTA for many years. During the 2015 Pan-Am Games, however, the agency experimented with a significant expansion in order to address the anticipated congestion during the games. Five new CRCs were opened as a "pilot" project to gauge their effectiveness in terms of rapid highway clearance. The initial goal during the pilot included diverting approximately 50–60 percent of all property damage collisions off the roadway, and this goal was easily achieved.

The OPP billing model (the mechanism by which municipalities are charged for police services) puts the investigation of a property damage motor vehicle collision at 2.7 hours per incident. This includes travel time to and from the scene, on scene investigation, and subsequent follow-up and report writing. In 2017, there were 10,736 collisions reported to GTA CRCs. That equates to 28,982 hours of frontline police officer time that was saved. In keeping with the OPP's strategic plan and the agency's commitment to continual reinvestment, these officer hours have been reinvested into other areas of the organization to meet the ever-changing needs in policing. In the last few months, the OPP has expanded the mandate of the CRCs to include minor personal injury collisions where no parties have been transported to the hospital by ambulance. Like the TIME team concept, due to its success and the efficiencies realized, the OPP is also looking at expansion of the CRC system throughout the province.

In addition to the utilization of TIM principles, the OPP also endeavors to be proactive, rather than reactive with respect to collisions by working closely with its partners at the Ontario Ministry of Transportation to ensure safer roadway infrastructure through planning and design. ❖

Notes:

[1]*Grinding to a Halt: Evaluating Canada's Worst Bottlenecks* (Ottawa, ON: Canadian Automobile Association, 2017).

[2]HDR Corporation, *Costs of Road Congestion in the Greater Toronto and Hamilton Area* (Toronto, ON: Metrolinx, 2008).

[3]U.S. Federal Highway Administration (FHWA), "2012 Urban Congestion Trends," U.S. Department of Transportation, Washington DC, 2013.

[4]FHWA, "Traffic Incident Management," February 1, 2017, https://ops.fhwa.dot.gov/eto_tim_pse/about/tim.htm.

FURTHER READING

Read more about CRCs and how a U.S. agency in Virginia adapted the OPP's model for their needs in the July 2018 Traffic Safety Initiatives column, available at Police Chief Online.

Visit: www.policechiefmagazine.org/traffic-safety-intiatives

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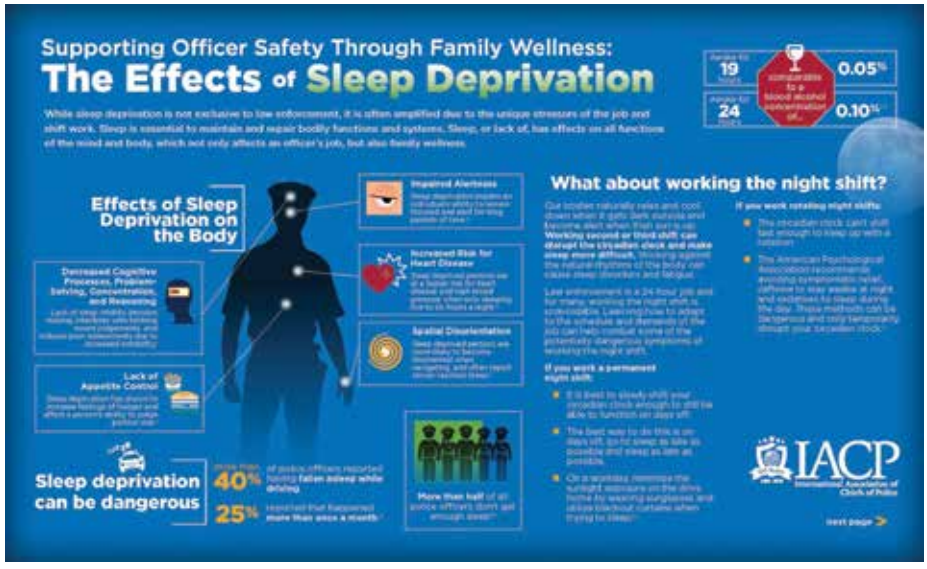
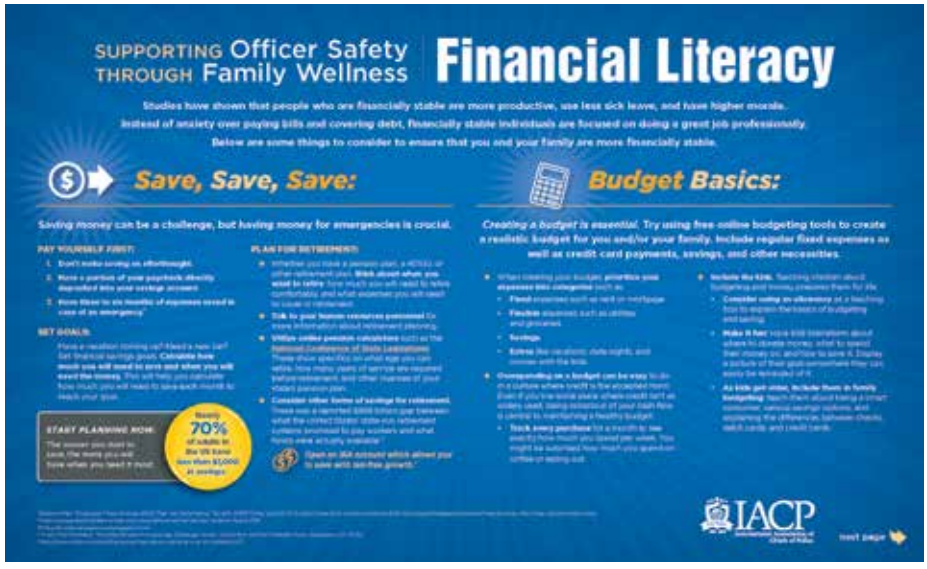
Supporting Those Who Support Law Enforcement

By Stephanie Lash, Project Coordinator, Institute for Community-Police Relations, IACP

A law enforcement officer's job can be stressful, dangerous, and unpredictable. This lifestyle affects more than just the officer. Law enforcement families—spouses, partners, parents, children, and friends—provide essential support for their officer, but who is supporting these family members through the unique challenges that accompany a law enforcement career?

The IACP recognized this gap in the field, and, through its Institute for Community-Police Relations (ICPR) and Center for Officer Safety and Wellness (COSW), the association has developed a dedicated focus for supporting those who support law enforcement. The ICPR views family wellness as an important component of officer safety and wellness and works to provide resources customized for the specific challenges that officers and their families might face. ICPR resources cover topics such as stress and anxiety, financial preparedness, family support groups, family integration in law enforcement agencies, and more. By providing support and resources geared toward family wellness, the IACP can help to assure law enforcement officers that their families are being supported, leading to increased officer safety and wellness, better job performance, improved officer recruitment and retention, and safer communities.





Supporting Officer Safety Through Family Wellness Infographic Series

The ICPR is creating a six-part infographic series, Supporting Officer Safety Through Family Wellness, that focuses on specific topics relevant to law enforcement families. With bright, fresh designs, these infographics include conversation starters and important information specific to the family life and job duties of law enforcement officers. The first three infographics have been developed thus far.

Supporting Officer Safety Through Family Wellness: The Effects of Sleep Deprivation discusses the risks and challenges for sleep-deprived officers. This infographic also includes helpful tips and suggestions for families to promote healthy sleep. Additionally, discussion of night shift sleeping patterns is included in this infographic.

Supporting Officer Safety Through Family Wellness: Helping Your Young Child Understand Your Job provides conversation starters for age-appropriate discussions about law enforcement jobs with young children (2–10 years old). This infographic also includes information on stress and anxiety and the importance of firearm safety in a home with young children.

Supporting Officer Safety Through Family Wellness: Financial Literacy explains the basics of credit scores, debt management, budgeting, and the importance of having a savings fund. A discussion of retirement planning through pension plans, 401(k) accounts, or other plans is also included. It is crucial that law enforcement officers begin planning for their and their families' futures early in their careers.

These three infographics are available for download, and hard copies are available by request at ICPR@theIACP.org and at IACP-sponsored events. The remaining infographics are scheduled to be released in late 2018 and will include information on nutrition, estate planning for law enforcement families, and how to discuss job duties and concerns with teens.

Law Enforcement Families Blog Series

A blog series written by and for law enforcement officers, families, friends, and companions

is available on the *IACP Blog*. Recent blogs published in this series include "10 Steps to Building Your Department's Spouse Support Group" and "Five Tips for Positive Law Enforcement Family Relationships."

To become or refer a guest blogger for the Law Enforcement Families blog series, please contact the ICPR at ICPR@theIACP.org.

Companion Track at the IACP Annual Conference and Exposition

The IACP Annual Conference and Exposition offers a workshop track specifically designed for companions of law enforcement. At IACP 2018, there will be workshops dedicated to family wellness, law enforcement marriages, mental health and wellness, and more. For more information about the Companion Track at IACP 2018 in Orlando, Florida, view the entire Education Program online (www.theIACPconference.org) or on the IACP 2018 Annual Conference mobile app.

Law Enforcement Family Resources Webpage

As a result of a roundtable discussion with law enforcement family members at the 2016 IACP Annual Conference and Exposition, the ICPR created the Law Enforcement Family Resources webpage, which houses all of the IACP family wellness resources described herein. Additionally, this webpage includes links to external organizations, forums, blogs, and more that provide resources and assistance to law enforcement families.

The ICPR is currently working to update the content on this page to provide active, up-to-date resources for law enforcement and their families. ICPR accepts contributions of content and resources to this webpage, including but not limited to blogs, forums, organizations, or programs created specifically for law enforcement and first responders' families or companions. Submissions can be sent to the ICPR at ICPR@theIACP.org.

The IACP recognizes the need of law enforcement officers, their families, friends, children, and companions to have specialized resources dedicated to maintaining a healthy work–home life balance. By providing these resources on several topics, in an array of formats, and for all audiences, IACP can help law enforcement officers and their families be safer and healthier. When the world's law enforcement officers are supported by safe and healthy families, they can perform their professional responsibilities better, leading to healthier communities for all. ❖

The resources mentioned in this column can be accessed at Police Chief Online or by visiting **www.theIACP.org/ICPRlawenforcementfamily**.

About the IACP Institute for Community-Police Relations (ICPR)

The ICPR is designed to provide guidance and assistance to law enforcement agencies looking to enhance community trust—focusing on culture, policies, and practices. The ICPR's mission is to advance a universal culture of cohesion and trust between police and the communities they serve. Since its inception in 2016, the ICPR has evolved to include the COSW, which focuses on physical and tactical safety and mental and emotional wellness.

Visit: **www.theIACP.org/ICPR**

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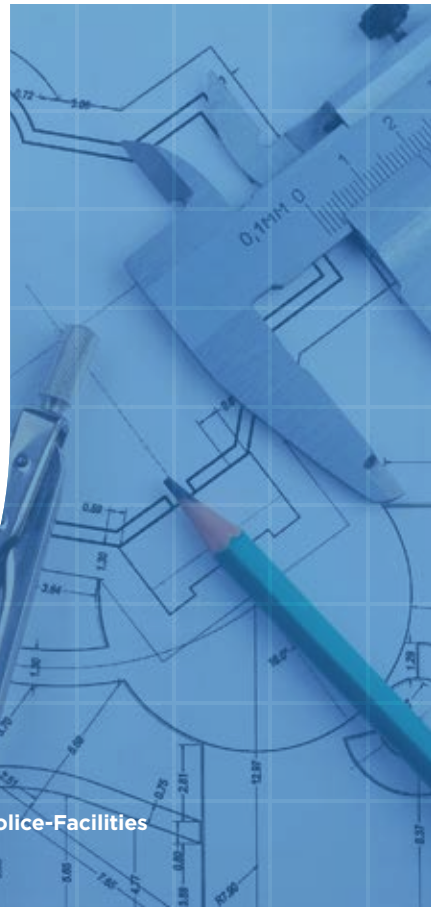

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